



*EASTERN TRAIL - EAST COAST GREENWAY - JOHN R. ANDREWS BRIDGE - SACO, MAINE*

# DEDICATION

*"I woke up and thought of this."* Those are often Johanna Hoffman's first words when she recruits new participants for a civic project. Many of the projects are done through Saco Spirit where Johanna has been president for nine years. But "president" doesn't begin to describe the level of commitment Johanna shows -

from pulling weeds and watering flowers, to making posters, organizing people, and speaking before the City Council - to downtown revitalization, promoting the arts, promoting historic preservation, and other civic projects.



In addition to the work with Saco Spirit, Johanna is chair of the city's Historic Preservation Commission, has been active in the creation of the Riverwalk, has worked on the community garden and with the garden club, and played a key role on the Saco 250th committee. This is a partial list. A Rhode Island native, she moved to the area two

decades ago after working as a horse trainer and in the commercial fishing industry.

Her career now is as manager of the Saco Frame Center, in Pepperell Square, where she has worked since 1992. In addition to framing and matting, she does painting conservation work; and she is an accomplished painter herself!



*The City dedicates this annual report to Johanna Hoffman, one who does the most to make Saco a great place to live.*

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# INTRODUCTION

The **CITY OF SACO, MAINE**, incorporated in 1867, is located at the mouth of the Saco River in southern coastal Maine. Saco has a land area of 38.5 square miles and a population of 18,482 per 2010 US Census estimate.

Between April 2000 and April 2010, the city's population grew 10%, and currently retains its position at the state's eleventh largest city. While Saco's growth occurred in all age cohorts, the largest increases were in the 35- to-44 age group. Saco's median age is 39.8 years, the median home price is \$256,000, and the median annual household income is \$54,175. The City continues to be a key area within the state for residential, commercial and industrial growth, ranks among the top five cities within the state for its growth.

The City of Saco is incorporated as a municipal government, non-profit 501c (1) organization. The City is empowered by the state to levy a property tax on both real and personal property within its boundaries.

In Fiscal Year 2012 (FY12), property taxes generated approximately **\$31 million in revenues**, plus state aid and other revenues totaled about \$34.3 million. Of those dollars, about **42%** **were dedicated to Education**, which is administered by a Regional School Unit outside the City's authority; the remaining **58%, or just over \$14.7 million were dedicated to providing city services**.

	Downtown Revitalization
	Infrastructure and Capital Development and Maintenance
	Growth Management
	Environmental Protection and Sustainable Development
	Technological Innovation and Implementation
	Human Resource Investment
	Leisure Services Investment
	Meeting the Financial Needs for City Services
	Public Safety
	Traffic

The City organization's leadership and staff are committed to these visions, as well as the philosophy and core values detailed in the city's Strategic Plan, which can be found online at [www.sacomaine.org](http://www.sacomaine.org). The city's **Strategic Plan Goals** are listed below:

**Downtown Revitalization** - The City recognizes the downtown's significance as the economic and community center. The City will continue to promote the revitalization of the downtown and will support groups like Saco Spirit.

**Infrastructure and Capital Development and Maintenance** - The City is committed to maintaining and improving the City's infrastructure, facilities, and equipment by

maintaining the existing infrastructure and planning for future needs.

**Growth Management** - The City will encourage sustainable growth and development in appropriate areas while protecting natural resources and rural character, in order to maximize the efficient use of municipal services.

**Environmental Protection and Sustainable Development** - The City will protect the environment and natural resources, and will employ the concept of sustainability in order to enhance the well-being of future generations.

**Technological Innovation and Implementation** - The City will develop and implement technologies to improve services.

**Human Resource Investment** - The City recognizes that employees are a valuable resource that requires investment to ensure that staff will attain the knowledge, skills, and abilities necessary to meet community needs.

**Leisure Services Investment** - The City understands the need for recreational and cultural opportunities for its citizens' and will continue to explore, upgrade, and develop new outlets to meet these needs.

**Meeting the Financial Needs for City Services** - The City will support and adequately plan for the financial needs of the community.

**Public Safety** - The City will provide a safe environment for its citizens and visitors.

**Traffic** - The City will endeavor to provide safe, reliable and unfettered movement of people and freight through the City.

## CITY COUNCIL 2012 - 2014

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**FRONT ROW** (LEFT TO RIGHT) COUNCILOR ARTHUR TARDIF (WARD 5), MAYOR MARK D. JOHNSTON, COUNCILOR MARIE DOUCETTE (WARD 3)

**SECOND ROW** (LEFT TO RIGHT) COUNCILOR MARSTON LOVELL (WARD 7), COUNCILOR PHIL BLOOD (WARD 4), COUNCILOR ERIC COTE (WARD 6), COUNCILOR LES SMITH (WARD 2), COUNCILOR DAVID TRIPP (WARD 1)

# SUMMARY

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## Dear Saco Citizen:

In the following pages, each department will be providing you information about who they are and what they do. In the interest of readability, each department has included some consistent information relevant to their respective department.

For instance, the mission statement and departmental organizational chart are in the beginning of each individual report followed by any federal or state mandates, program descriptions and details of at least one program discussing how it works and what the achievement results are for FY12. As well, departments are talking about “Emerging Issues” – identifying what is coming in the next fiscal year and beyond. Some of the departments have included data collected from the *Citizen Satisfaction Survey, which* can be found in its entirety at <http://www.sacomaine.org/departments/administration/reports.shtml>

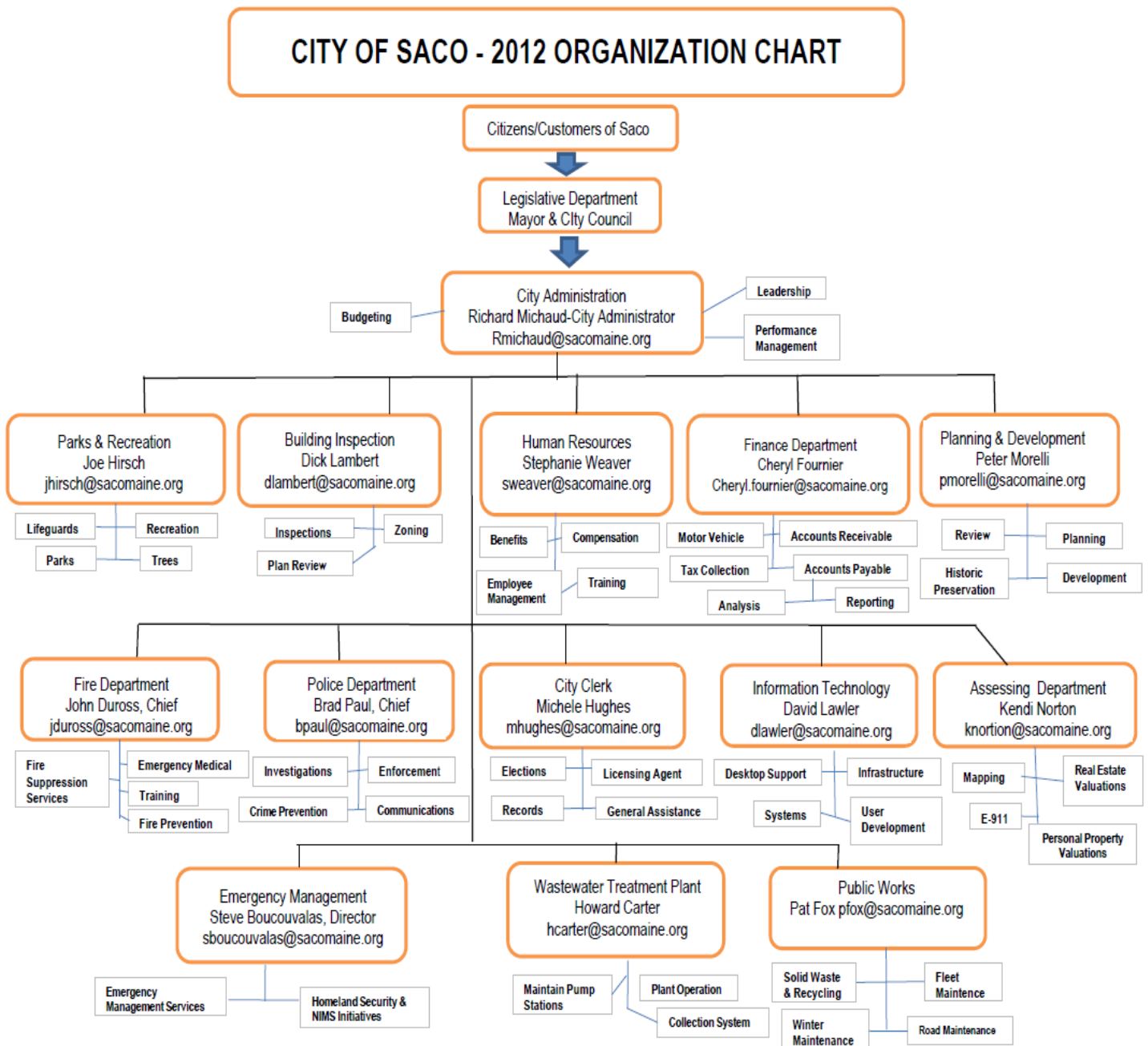
## More about the Survey:

**Pan Atlantic SMS Group**, a full-service market research and consulting firm located in Portland, Maine, commissioned by the City of Saco to conduct a quantitative research project with a random sample of Saco residents to benchmark citizen satisfaction surveys previously conducted in November 2004, November 2005, October 2007, and November 2009, and the current results for May 2012.

Pan Atlantic conducted a community attitude survey of Saco residents. The primary objective of this research is to determine residents’ levels of satisfaction with various departments within the city government and with the City of Saco overall. In order to reach this objective, the research conducted focused on the following key issues:

- Overall satisfaction with the City
- Satisfaction levels with the following city departments:
  - ☐ Policing and Public Safety
  - ☐ Parks and Recreation
  - ☐ Public Works / City Maintenance
  - ☐ City Codes and Ordinances
  - ☐ City Management
  - ☐ Planning and Economic Development
  - ☐ City Communications
- General citizen assessments of and opinions on various city issues
- Demographic questions relating to the survey population

The City of Saco 2012 Organization Chart includes the department structure for the city as well as the key programs for each. The city is a full service provider of municipal services, with twelve (12) distinct operational departments. Organizational charts preface each 12 department in the sections that follow, and illustrate their key services delivered. Delivery mechanisms for services vary by department, and each department has its own unique mission relative to its particular service area.



The City has three perspective vision statements, which are referred to regularly as a basis for evaluating and justifying appropriate decisions and actions. Each also is included in key organizational documents, such as the Strategic Plan and the Performance Measurement Report.

## **VISION**

Vision is a compelling, conceptual, vivid image of our desired future. Our visions (we have 3) focus and ennoble ideas about a future state of being in such a way as to excite and compel our organization toward attainment. It crystallizes what we want the organization to be in the future. Our three perspective vision statements, which are referred to regularly, as a basis for evaluating and justifying appropriate decisions, and actions are included in key organizational documents, such as the Annual Report and the Performance Measurement Report.

Our **first** vision statement is the global perspective of the elected officials:

*“Our vision is a high quality of life for Saco citizens. Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future. The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication and ingenuity.”*

**Second** is the citizen’s statement of vision:

*“Saco is a city that provides families of all kinds with a community that values its heritage, cherishes its environment, balances its growth, and offers a concerned and caring spirit”.*

The **third** vision statement reflects the perspective of the city organization that is directed toward the specific management in the delivery of services,

*“To enhance our community through exceptional service”.*

Our organization’s leadership and staff are committed to these visions and we strive to fulfill these visions through our core values and strategic planning.

## LEADERSHIP

Leadership is the process of leading the city to accomplish goals. This is accomplished through policy governance. The City Administrator recommends policy changes to the city council. The City Administrator carries out the council policies by working with staff and residents.

Our values are imbedded in the written charter ordinances, policies, guidelines and procedures. These are our values:

We believe in:

- ▶ Professionalism -we are knowledgeable, and conduct ourselves in a competent and courteous manner;
- ▶ Responsiveness - we listen to each customer, each other, and respond to his/her need - we are responsive to change;
- ▶ Measurable quality - we measure results to continuously improve our services;
- ▶ Standards - the statements of our performance measurement; that is, how we measure our success in accomplishing our mission and values;
- ▶ Being user-friendly-our city services are easy to access and easy to use;
- ▶ Partnership - we are mutually cooperative and responsive to achieving collaborative goals;
- ▶ Integrity - honoring commitments and keeping promises;
- ▶ Good government is sustainable.

Key measures in leadership relate to citizens opinions in several areas such as image of the city, quality of life and many other areas as described in the following pages.

**City Management**

- Using the scale of 1 to 5, respondents rated their level of satisfaction regarding issues associated with City management.

	2004	2005	2007	2009	2012
The ease of doing business in person at City Hall	4.02	4.11	4.22	4.25	4.27
The City's administration, including the Administrator's Office, Finance Department, and City Clerk's Office	3.73	3.86	3.90	4.02	4.08
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	3.34	3.55	3.64	3.59	3.78
The City's Assessing and Valuations Office	3.51	3.62	3.64	3.71	3.77
The ease of voting in the City of Saco based on your experience the last time you voted in	4.36	4.40	4.41	4.50	4.31

- The mean ratings for "the ease of doing business in person at City Hall," "the City's administration," "the quality of the information you receive regarding the City budget and the use of taxpayer dollars," and "the City's Assessing and Valuations Office" have increased since 2004 and 2009 (though increases from 2009 tended to be slight). "The ease of voting in the City of Saco" has decreased over previous years.
- Overall, the City of Saco received a strong scorecard from its citizens in this most recent benchmarking survey. Of 50 measures tested, 29 received higher scores (over 2009), while 19 had lower scores and two were similar. However, most of the score changes, either way, were small.
- Thus the trend established in 2005 continues on an upwards trajectory.

**Overall Satisfaction with the City of Saco**

- Respondents' overall rating of the City of Saco was 4.26, a ranking which has improved steadily since 2004 (4.01) and also since the previous (2009) survey (4.22).
- The following set of questions used a scale of 1 to 5, where 1 means "poor" and 5 means "excellent".

	2004	2005	2007	2009	2012
Overall image of Saco	4.01	4.04	4.12	4.22	4.26
Image of Saco as a place to live	4.32	4.33	4.35	4.41	4.39
Image of Saco as a place to raise children	4.25	4.28	4.29	4.45	4.37
Overall feeling of safety in Saco	4.24	4.27	4.22	4.26	4.28
Overall quality of life in Saco	4.14	4.16	4.21	4.24	4.27
Overall quality of service received from City employees	3.97	3.98	4.06	4.05	4.08
Image of Saco as a place to work	3.58	3.43	3.67	3.68	3.63

- Respondents demonstrated a high level of overall satisfaction regarding the City of Saco: six of the seven factors tested elicited mean responses that fall between "good" and "excellent." Though the mean ratings for each of the items related to overall satisfaction with Saco saw slight increases or decreases in 2012, the results were very similar overall to those of 2009.

## Overall Quality of Life in the City

[I would like to begin by asking you to rate Saco on a scale of 1 to 5, where 1 means "poor" and 5 means "excellent" with regard to each of the following:]



## Overall Quality of Life in the City

[I would like to begin by asking you to rate Saco on a scale of 1 to 5, where 1 means “poor” and 5 means “excellent” with regard to each of the following:]

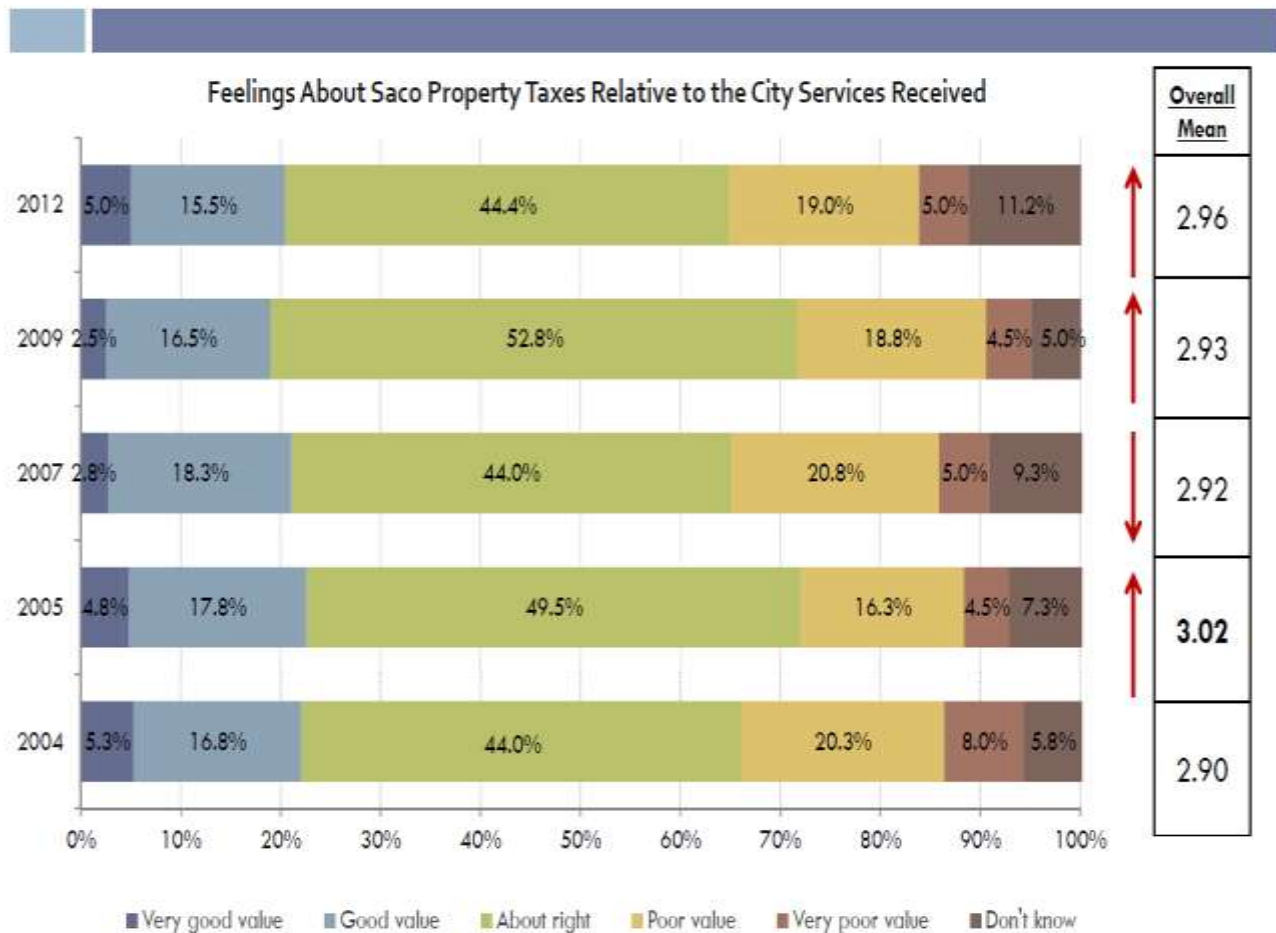
- ❑ **Eighty-nine percent (88.5%) of those surveyed rated the overall quality of life in the City as either “good” (48.9%) or “excellent” (39.7%).** Another 9.5% of respondents rated the overall quality of life in the City as “average.” A total of just 1.5% of the Saco residents surveyed indicated that their perception of the overall quality of life in the City is either “below average” (1.2%) or “poor” (0.2%).
- ❑ The mean response for this question was 4.27 on a scale of 1 to 5. This represents a slight increase from the 2009 mean of 4.24, as well as increases over the 2004, 2005, and 2007 mean ratings (2004: 4.14, 2005: 4.16, 2007: 4.21).
- ❑ The image of the overall quality of life in the City was higher amongst respondents who:
  - 1) **Have lived in Saco for 6 or more years** (89.5% rated as “good” or “excellent” vs. 80.0% of those who have lived in Saco for 5 years or less)
  - 2) **Voted in the last City elections** (90.7% rated as “good” or “excellent” vs. 81.7% of those who did not vote in the last City elections)

## BUDGET

Preparation, execution and reporting on the budget requires a significant commitment of resources each year. Financial stability is a key objective of the city. This is defined as having adequate fund balance levels to be prepared for unanticipated fiscal distress. The policy is to have a balance sufficient to operate the city for one month. We have worked to assess property fairly and equitable by keeping valuations near 100% of market values. We have an objective of adequately funding the replacement and maintenance of city infrastructure; roads, sidewalks, railroad, sewers cables, building and the fleet. The goal is to allocate an amount equal to 3% of the value of these assets for the annual capital program. Key measures relating to the budget are reported in the Citizen Satisfaction Survey. Citizen's opinion regarding property taxes, current budget levels for city departments are described in the following pages.

### Feelings About Saco Property Taxes Relative to the City Services Received

[Which of the following describes your feelings about your Saco property taxes relative to the City services you receive? Are the Saco property taxes: ...] – Options rotated



## Feelings About Saco Property Taxes Relative to the City Services Received

[Which of the following describes your feelings about your Saco property taxes relative to the City services you receive? Are the Saco property taxes: ...] – Options rotated

- ☐ Twenty percent (20.4%) of those surveyed rated the value of Saco property taxes relative to the City services received as either “a good value” (15.5%) or “a very good value” (5.0%). A little less than half (44.4%) of respondents rated the value as “about right.” About a quarter (23.9%) of the Saco residents surveyed rated the value of Saco property taxes relative to the City services provided as “a poor value” (19.0%) or “a very poor value” (5.0%).
- ☐ The mean response for this question was 2.96 on a scale of 1 to 5, which is similar to the 2007 and 2009 mean ratings of 2.92 and 2.93. In 2005, the mean rating was slightly higher, at 3.02; however, the mean rating of the value of Saco property taxes relative to the City services received has remained fairly constant throughout the 5 years in which this survey has been conducted.
- ☐ Those who rated the value of Saco property taxes relative to the City services received as “very good,” “good,” or “about right” are more likely to be respondents who:
  - 1) Have a 4-year college degree or more (74.3% vs. 59.1% of those with less than a 4-year college degree)
  - 2) Have household incomes of \$75,000 or more (74.6% vs. 64.9% of those with household incomes of \$50,000 to \$74,999 and 56.2% of those with household incomes under \$50,000)
  - 3) Own their current residence (68.6% vs. 41.5% of those who rent)
  - 4) Voted in the last City elections (69.2% vs. 52.4% of those who did not vote in the last City elections)

## City Departments that Respondents Would Increase Budgets For

[I'm going to read you a list of City service departments. Assuming that you were not reducing current budget levels for any City department, which one or two departments, if any, would you increase budgets for?]

Top Answers	2004	2005	2007	2009	2012		
	Overall*	Overall*	Overall*	Overall*	First Choice	Second Choice	Overall*
Police Department	39.1%	34.3%	41.0%	41.8%	24.4%	8.7%	33.1%
Fire and Ambulance Department	39.8%	38.6%	40.8%	41.1%	11.0%	20.4%	31.4%
Parks and Recreation Department	20.5%	18.8%	18.1%	22.6%	12.5%	5.7%	18.2%
Public Works Department	10.0%	14.0%	10.1%	17.3%	9.7%	4.0%	13.7%
Planning and Economic Development Department	9.8%	7.3%	7.1%	7.1%	7.5%	2.0%	9.5%
Wastewater Treatment Department	3.8%	3.3%	2.8%	2.8%	2.7%	2.0%	4.7%
Education / School Department**	7.3%	12.3%	4.8%	6.8%	2.5%	1.7%	4.2%
Codes and Enforcement and Inspections Department	1.1%	1.8%	2.0%	1.6%	1.7%	2.5%	4.2%
City Clerk's Office	1.5%	0.6%	1.3%	2.0%	1.0%	1.7%	2.7%
City Assessor's Office	0.0%	0.0%	0.3%	0.3%	0.7%	0.5%	1.2%
Finance Department	0.6%	0.3%	2.1%	1.0%	0.0%	0.5%	0.5%
Don't know	13.5%	29.6%	32.3%	14.6%	10.2%	10.7%	20.9%
None	53.3%	38.3%	36.8%	44.0%	15.0%	38.4%	53.4%

## City Departments that Respondents Would Increase Budgets For

[I'm going to read you a list of City service departments. Assuming that you were not reducing current budget levels for any City department, which one or two departments, if any, would you increase budgets for?]

- ☐ The top four City service departments that respondents would increase budgets for are:
  - 1) Police Department (First Choice: 24.4%, Second Choice: 8.7%, Overall: 33.1%)
  - 2) Fire and Ambulance Department (First Choice: 11.0%, Second Choice: 20.4%, Overall: 31.4%)
  - 3) Parks and Recreation Department (First Choice: 12.5%, Second Choice: 5.7%, Overall: 18.2%)
  - 4) Public Works Department (First Choice: 9.7%, Second Choice: 4.0%, Overall: 13.7%)
- ☐ Overall, the 2012 results are similar to the results from 2004, 2005, 2007, and 2009. However, the overall percentages for the Police Department and the Fire and Ambulance Department are 8.7 and 9.7 percentage points below the overall percentages from 2009.
- ☐ Those who indicated that they would not increase budgets for any department are more likely to be respondents who:
  - 1) Are 55 or older (19.9% vs. 15.1% of 35-54 year olds and 5.8% of 18-34 year olds)
  - 2) Have lived in Saco for 25 years or more (21.8% vs. 10.5% of those who have lived in Saco for under 25 years)
  - 3) Have less than 3 household members (20.2% vs. 7.7% of those with 3 or more household members)

## PERFORMANCE MANAGEMENT

We continuously seek to improve and find new methods to effectively and efficiently conserve environmental, human, energy and economic resources to accomplish today's obligations and sustain our city's vitality in the future.

### **Why use performance measurement?**

Customer service is very important to the City of Saco. Performance measurement is a great way to ensure that the city is living up to high customer service standards and its mission of "delivering exceptional value and quality of life."

### **What is performance measurement?**

Performance measurement is one of the tools the City of Saco uses to judge how well it is managing its operations. Performance measurement acts much like a scorecard or grade report, reflecting what progress the city has made in the past year toward achieving its goals, specifically those outlined in the city's strategic plan. Performance measurement involves clearly defining program purposes and goals, establishing objectives to meet those goals, developing quantifiable measures to monitor and evaluate progress, and reporting results to city staff, City Council, and the public.

The workforce focus is on empowering employees by providing the authority and responsibility to make decisions and take action to improve process and productivity. Additionally we continuously seek to improve employees' capability to perform their jobs through enhancing their knowledge, skills, abilities, and competencies. We strive to have workforce with the capacity to meet the needs of the city and its residents.

We have employee plans to work towards an individual's career objectives as well as to work towards the city need for succession planning.

Key measures in performance management are reported in the Citizens Satisfaction Survey Report. Citizen's opinions regarding most of the city departments are described in the following pages.

**Policing and Public Safety**

- Respondents were asked to rate their level of satisfaction regarding several aspects of policing and public safety listed in the table below. Each issue was rated on a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied,” with the exception of attitude toward interaction with the Saco Police Department, which used a scale from 1 to 5, where 1 means “very cautious” and 5 means “very comfortable.”

	2004	2005	2007	2009	2012
The overall quality of ambulance services	--	--	4.47	4.46	4.62*
The overall quality of fire services	--	--	4.49	4.51	4.58
How quickly fire personnel respond to emergencies	--	--	4.50	4.53	4.57
The City's efforts to enhance fire prevention	4.26	4.23	4.28	4.23	4.37*
The overall quality of police services	4.20	4.21	4.24	4.23	4.33
The City's overall efforts to prevent crime	4.08	4.05	4.11	4.09	4.13
Neighborhood policing, including domestic violence prevention	4.03	3.87	4.09	3.97	4.11*
The enforcement of local traffic laws	3.75	3.75	3.88	3.96	4.07
Attitude toward interaction with the Saco Police Department	4.18	4.36	4.27	4.25	4.28

- Respondents demonstrated a high level of satisfaction with policing and public safety: all of the statements tested have mean responses that fall between “somewhat” and “very satisfied,” and respondents reported a favorable attitude towards their interaction with the Saco Police Department. All of the Policing and Public Safety items saw increases or remained static in 2012.

**Parks and Recreation**

- Respondents were then asked to rate their level of satisfaction regarding aspects of the Parks and Recreation Department using a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

	2004	2005	2007	2009	2012
Other City community events, such as the Sidewalk Art Festival and Harvest Festival	4.34	4.38	4.40	4.45	4.43
The walking and biking trails in the City	3.67	3.69	3.88	3.91	4.32
The City Community Center located at 75 Franklin Street	--	--	--	4.28	4.21
The maintenance of City parks and athletic facilities	3.96	3.94	4.07	4.16	4.12
The reasonableness of fees charged for recreational programs	3.75	3.98	4.04	4.15	4.11
The overall quality of City recreation programs and facilities	3.70	3.86	3.94	4.10	4.10
The care of trees throughout the City	--	--	--	4.06	4.05
The overall quality of City parks	3.85	3.97	3.95	4.10	4.01
The City's youth and adult recreation programs	3.66	3.72	3.88	4.01	3.97

- Respondents demonstrated a high level of overall satisfaction regarding the City of Saco's Parks and Recreation: eight of the nine factors tested elicited mean responses that fall between “somewhat” and “very satisfied.”
- Most of the Parks and Recreation aspects received similar, though slightly decreased, mean ratings compared to 2009. However, “the walking and biking trails in the City” saw a significant increase during this time period.

**Public Works / City Maintenance**

- Respondents were then asked to rate their level of satisfaction regarding aspects of the Public Works Department using the same satisfaction scale.

	2004	2005	2007	2009	2012
The overall quality of the City trash and recycling program**	--	--	--	--	4.41
The maintenance and preservation of the character of downtown Saco	4.15	4.23	4.32	4.42	4.34
The level of service and quality of the City's transfer station***	--	--	--	--	4.31
The cleanliness of City streets and parking lots*	4.22	4.26	4.25	4.24	4.21
The maintenance of City buildings and facilities	4.08	4.11	4.14	4.07	4.18
The overall response and service levels of Public Works crews during storm emergencies***	--	--	--	--	4.13
The overall quality of the City's water quality services*	4.01	4.21	4.11	4.21	4.10
The ability to travel during winter storm conditions*	4.05	4.03	4.02	3.90	4.10
The condition and accessibility of pedestrian sidewalks*	3.73	3.82	3.79	3.73	3.86
The quality and responsiveness of the Public Works staff to address and resolve problems*	3.85	3.97	3.90	3.86	3.82
The overall pavement condition of the City streets*	3.71	3.76	3.80	3.59	3.55
The overall ease of using the City's recycling program	4.26	4.36	4.32	4.49	--
The overall quality of trash collection services	4.20	4.34	4.12	4.23	--

- Five of the eleven Public Works / City maintenance aspects tested in 2012 have higher mean ratings than in 2004. Three ("the cleanliness of City streets and parking lots," "the quality and responsiveness of the Public Works staff to address and resolve problems," and "the overall pavement condition of the City streets") have had slight decreases or remained fairly static during this time period. (Three aspects tested in 2012 are new or have had significant wording changes that do not allow for a comparison with data from previous years).

**City Codes and Ordinances**

- Respondents then rated their levels of satisfaction regarding City codes and ordinances and the enforcement of these codes and ordinances. Again, the same satisfaction scale was used.

	2004	2005	2007	2009	2012
The building safety of places of public assembly such as supermarkets, banks, and churches located in the City. Examples of building safety include that exits aren't blocked, plumbing and wiring are up to code, fire alarms and sprinklers are fully serviced, etc.	--	--	--	4.34	4.36
The quality of new construction in the City	3.75	3.69	3.88	3.94	3.89
The timeliness and ease of the City's permitting process	3.73	3.49	3.82	3.75	3.83
The overall enforcement of City codes and ordinances including the Building Inspection Department	3.64	3.63	3.81	3.78	3.79

- The mean ratings for "the quality of new construction in the City," "the timeliness and ease of the City's permitting process," and "the overall enforcement of City codes and ordinances" have all increased since 2004. All of the four aspects tested have only experienced slight movement since 2009.

**City Management**

- Using the scale of 1 to 5, respondents rated their level of satisfaction regarding issues associated with City management.

	2004	2005	2007	2009	2012
The ease of doing business in person at City Hall	4.02	4.11	4.22	4.25	4.27
The City's administration, including the Administrator's Office, Finance Department, and City Clerk's Office	3.73	3.86	3.90	4.02	4.08
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	3.34	3.55	3.64	3.59	3.78
The City's Assessing and Valuations Office	3.51	3.62	3.64	3.71	3.77
The ease of voting in the City of Saco based on your experience the last time you voted in	4.36	4.40	4.41	4.50	4.31

- The mean ratings for "the ease of doing business in person at City Hall," "the City's administration," "the quality of the information you receive regarding the City budget and the use of taxpayer dollars," and "the City's Assessing and Valuations Office" have increased since 2004 and 2009 (though increases from 2009 tended to be slight). "The ease of voting in the City of Saco" has decreased over previous years.

**Planning and Economic Development**

- Using the same satisfaction scale as in previous sections, respondents rated their satisfaction level regarding a few aspects of planning and economic development in Saco.

	2007	2009	2012
The administration of site plan and subdivision permitting and economic development programs by the Department	3.49	3.40	3.56
The timeliness of the City's reviews of subdivision and site plan applications	3.60	3.37	3.64

- Respondents reported their satisfaction with regard to planning and economic development as being between "neutral" and "somewhat satisfied."
- The mean ratings of both aspects have increased considerably since 2009 and are slightly higher than the mean ratings from 2007.
- The percentage of respondents who indicated that the level of growth in Saco is "about right" has increased significantly, from 48.0% in 2004 to 70.8% in 2012. However, 2012's percentage is similar to 2009 (70.0%).
  - The percentage of respondents who think that the level of growth in Saco is "too much" has decreased by 35.3 percentage points since 2004.

## **EMERGING ISSUES:**

- ▶ The energy and sustainability committee has been rejuvenated and will be increasingly engaged in improving our methods to become more efficient and effective.
- ▶ We can expect less revenue from our state and federal partners.
- ▶ Housing is back, the growth in housing starts has returned and business investment will follow.
- ▶ Customer listening is important and a 6<sup>th</sup> citizen public opinion survey should be conducted to provide guidance for the future direction of the city.
- ▶ The city will expand its efforts to compare itself with other similar communities through review of best practices, comparable data and trends.

## **KEY OBJECTIVES FOR THE COMING YEAR:**

- ▶ Maintain and improve current service levels by implementing best practices.
- ▶ Maintain a financial structure and policies that avoid sudden dramatic increase in the tax levy. An annual inflationary increase is more desirable than a no tax increase policy followed by a spike in the tax levy.
- ▶ Evaluate and grow non-property tax revenues, review the appropriateness of user fees.
- ▶ Review essential services and identify core competencies needed by staff in the future
- ▶ Link succession management and individual development plans to the city's strategic goals
- ▶ Reorient the city's budget process to increase the alignment between program goals, annual budgets and Council goals.
- ▶ Continuously evaluate ways to improve efficiency and effectiveness of all programs through use of new technologies and working with neighboring communities.
- ▶ Review emerging issues and citizen concerns requests for services to insure current programs are relevant and valued by residents.

# SIGNIFICANT ACCOMPLISHMENTS OF FISCAL YEAR 2012

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## PUBLIC SAFETY

- ❖ 2<sup>nd</sup> Citizen Police Academy Graduates – Very Successful, March 2012
- ❖ Study completed on merging Emergency Medical Services and Fire dispatch with the City of Biddeford.

## INFRASTRUCTURE AND CAPITAL

- ❖ Paving Bond \$2.2 million Expended;
- ❖ Trail Bond \$0.5 million Expended;
- ❖ CMP Completes the Installation of the New Twin 115 Line Upgrade in Saco – Will Meet Saco's Power Needs Well into the Future;
- ❖ Completed the Location of the Public Services Center;
- ❖ Finished \$4.2 million Wastewater Treatment Plant Upgrade
- ❖ Replaced sanitary sewer lines: 800 feet Main Street and 400 feet on Locke Street
- ❖ Installed new sidewalk 2,500 feet of Bayview and 3,200 feet on Route #1.
- ❖ City Hall HVAC study completed
- ❖ Freedom Act Grant for access improvements at transit stops.

## TECHNOLOGICAL INNOVATION & IMPLEMENTATION

- ❖ Emergency Medical Dispatch was upgraded to PRO-QA automated software
- ❖ The Criminal Investigative Division received new technology and training to forensically examine computers in house.

## ENVIRONMENTAL PROTECTION & SUSTAINABLE DEVELOPMENT

- ❖ ISO Building Code Enforcement Evaluation Report Includes Upgrade for Saco- high marks for Saco
- ❖ Silver LEED Certification awarded by the U.S. Green Building Council in April 2012 for the New Fire Department Facility;
- ❖ Pump stations upgraded at Factory Island and Marshwood Circle.

## LEISURE SERVICES INVESTMENT

- ❖ Eastern Trail Bridge over Route One Completed November 2011
- ❖ Eastern Trail Connects the Thornton Academy Trail with Old Orchard Beach May 2012;

- ❖ River Walk Trail extended thanks to FPL easement on Saco Island, October 2011;
- ❖ June 9, 2012 City Celebrates the Sesquibicentennial- 250 years old, A parade, ice cream social and old fashioned street fair are among the many events celebrated through June and July.
- ❖ Playful City USA Recognition for 2<sup>nd</sup> Year May 2012;
- ❖ \$15,000 Let's Playground Grant Award, November 2011;
- ❖ Tree City USA Awarded for 2<sup>nd</sup> Year May 2012;
- ❖ Cascade Falls, "Trout Pond Loop" First Phase Complete September 2011.

### GROWTH MANAGEMENT

- ❖ One Lot Sold in the Spring Hill Industrial Park;
- ❖ Saco Selected as a "Certified Business Friendly Community" - June 2012;
- ❖ Council approved changes to the city's floodplain management ordinance that requires a new or damaged building to be elevated not one but three feet above the 100 year base floodplain elevation. The city of Saco is the first municipality in Maine to do so. May 21, 2012 through efforts of Sea Level Adaptation Working Group (SLAWG);;
- ❖ 5<sup>th</sup> Public Opinion Survey Conducted April 2012;
- ❖ 2 Citizen Focus Groups Held - Input on the Citizen Centric Report - October 2011
- ❖ Council Adopted the Comprehensive Plan Implementation Initiated March 7, 2011;
- ❖ Economic Development Plan Amended; adopted by Council January 2012.

### HUMAN RESOURCE INVESTMENT

- ❖ Introduction of iPads to the City Council and Senior Staff;
- ❖ Employee survey revised and updated, 5<sup>th</sup> survey of import due to increase in participation
- ❖ City Administrator met with 100 employees two at a time and asked what are we doing well and what can we do better?
- ❖ Feedback Report on the City's Malcolm Baldrige Application November 2011;
- ❖ Howard Carter, WWTP Deputy Director, President of the New England Water Environment Association 2011
- ❖ 8<sup>th</sup> Annual Performance Report Award February 2012;
- ❖ William D. Hatfield Award for 2012 awarded to Howard Carter, WWTP Deputy Director by the New England Water Environment Association
- ❖ Adopted new health insurance program with anticipated savings of 11% annually, while keeping employees substantially whole in terms of coverage.

### TRAFFIC

- ❖ PACTS awards Saco and Biddeford \$30,000 grant for way finding and signage study, July 2011;

- ❖ MaineDOT awards Saco and Biddeford funding for design of new pedestrian bridge, July 2011;
- ❖ Upgraded traffic signal controller at Ocean Park Road and Main Street, all traffic signal now actuated with cameras.

### DOWNTOWN REVITALIZATION

- ❖ Brand process initiated with Saco Spirit, Chamber of Commerce and Heart of Biddeford in order to create a unified marketing campaign for both communities.
- ❖ Neighborhood Blight Program- demolished 5 substandard buildings- 3 residential and 2 commercial – and 3 residential units were rehabbed.

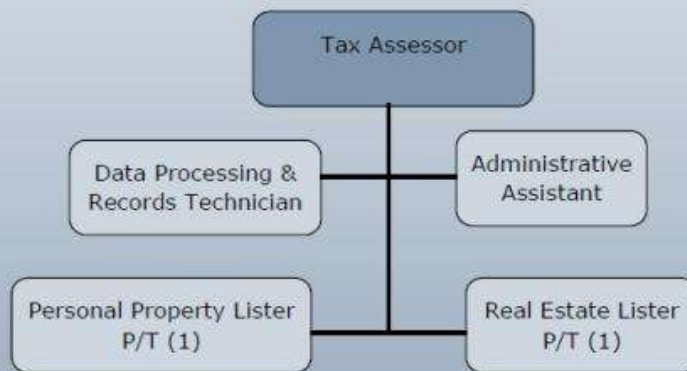
### MEETING FINANCIAL NEEDS FOR CITY SERVICES

- ❖ First year successful year of using our new Recreation software that enables online registration and payments
- ❖ 3<sup>rd</sup> Annual GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR
- ❖ 2013 Budget Includes a \$1.5 million Capital Budget, up from \$165,000 in 2012, allowing the city to decrease reliance on Fund Balance;
- ❖ City Assessor is adjusting real estate values to market value – current 102% to 95%.

# ASSESSING DEPARTMENT

**Mission Statement:** "To assess all property in the city in a fair and equitable manner."

## City of Saco—Organization Chart Assessor's Office



## CUSTOMERS/STAKEHOLDERS

✓ Taxpayers/Citizens	✓ Real Estate Brokers	✓ Developers
✓ Lawyers	✓ Land Surveyors	✓ Title Abstractors
✓ Municipalities	✓ Other Departments	✓ Contractors
✓ Real Estate Agents	✓ Investors	✓ Closing Agents
✓ Business Owners	✓ Appraisers	✓ Governmental Agencies

## DELIVERY OF SERVICES

✓ Assessing Staff	✓ Web Site-self service	✓ Fax
✓ Mail	✓ E-Mail	✓ Property Inspections
✓ Telephone	✓ In-Person with Public	

**PROGRAMS & SERVICES:** The Assessing Department's provides four major functions/services. *Those services are:*

- ▶ **Real Estate Property Valuation:** To assess a value on all taxable real property. Doing this requires finding, listing and assessing value for all residential and commercial land and buildings within Saco. The Assessor's Office updates assessments on a yearly basis in order to meet the goal of equity.
- ▶ **Personal Property Valuation:** Fair taxation of all personal property. The Assessor's Office will use each business's current listings to value each personal property item according to the age and the original cost of the item. The value placed on each item (machinery, equipment, furniture and fixtures, computer equipment, signs and park models) will create the net assessment for a personal property account.
- ▶ **Mapping:** The Assessor's Officer displays the most up to date parcel data on the City of Saco's tax maps. Updates are completed three times a year.
- ▶ **E 9-1-1 Addressing:** The Assessor's Office maintains all E-911 addresses within Saco. Maintenance is routinely done by updating the City of Saco's E-911 Map Book through communicating with Maine GIS & Fair-Point on all physical address changes, updates, including new streets, street number ranges or street name changes.

**The Assessing Department also provides additional services that include:**

- ▶ **Office Administration:** Vision Appraisal is the primary database used by Assessing and every effort is made to verify all information provided to us (owner's name, mailing address, physical address, etc.) as it is logged into the Vision system in an effort to insure quality data.
- ▶ **Tax Exemptions and Exceptions:** Staff maintains records on all parcels within Saco that receive a tax exemption (homestead, veterans, blind etc.) as well as to maintain all records regarding parcels that participate in the tax exception programs (Tree-Growth, Farmland and Open-Space).
- ▶ **Public Information:** The Department updates its webpage monthly to ensure the most current data possible is available for the public to view.
- ▶ **Abatement/Supplemental:** The Department appropriates tax abatements for existing tax bills as well as generates supplemental tax bill warrants when required. We maintain the records of both for the yearly audit and tax commitment book.
- ▶ **Tax Commitment:** The Department's final and most notable goal is to set the tax rate for the year - once the budget is approved by City Council; then to list all values and taxpayers to be committed to the tax collector for tax billing.

## 10- YEAR TAX RATE HISTORY

<u>TAX YEAR:</u>	<u>TAX RATE:</u>	<u>Assessment RATIO %:</u>	<u>Quality RATING:</u>
2002	\$22.70	65%	14
2003	\$18.70	71%	13
2004	\$15.90	79%	10
2005	\$12.96	89%	10
2006	\$12.73	86%	10
2007	\$13.32	91%	9
2008	\$13.42	100%	8
2009	\$ 13.62	94%	9
2010	\$13.82	100%	8
2011	\$14.42	103%	8

## RESULTS:

## How are we doing?

Assessors are governed by the laws of the State of Maine in order to generate Uniform Assessments. Saco's continuing goal is to administer the State of Maine tax laws and to ensure that all Saco property owners receive a fair assessment (spreading the property tax burden equitably).

Every year, the Maine Bureau of Taxation measures our department's assessment performance by using two statistical standards. These standards are assessment level (assessment ratio) and assessment equity (quality rating). Assessment level is measured by how close our average assessment values are to the current true market values. Assessment equity means that two properties of similar market value should be assessed equally, thereby paying the same amount of tax. **Quality rating** is the statistical measure of uniformity of our assessments with the fair market value. The lower the number indicates the assessed values are uniform or fair. A quality rating at 20 or below is considered good however, a number at 10 or below is considered excellent.

As of April 1, 2011, Saco's property values were frozen (meaning they were the same values as of April 1, 2008 less any property improvements). According to sales data, as of April 1, 2011, Saco's citywide average assessment level was 103% of the fair market value.

Due to the real estate sales trends and current economic climate, an adjustment was warranted for April 1, 2012. This adjustment would lower property values an average of 7% citywide. This adjustment would also change Saco's current assessment level from 103% to 96% of the fair market value.

### Interesting Facts:

- 127 Tax maps
- 8,074 parcels (*includes all residential, commercial and vacant lots*).
- 765 Active (taxable) Personal Property Business Accounts.  
*125 personal property accounts are Leasing Companies.*  
*179 personal property accounts are taxable park models/camper trailers.*
- 58 Condominium Complexes  
*700 total Condo Units.*
- In 2011, Saco had 236 qualified real estate sales.
- Saco's average residential sales price was \$242,000 (this number excludes short sales and foreclosure data).



### **How is the Tax Rate Calculated?** *Tax Levy / Taxable Valuation = Tax Rate*

The tax rate is calculated every year by taking the total Tax Levy which is the combined budgets of the Municipal, School and County (less all revenues) and divided by the total Taxable Valuation (all the City's taxable real estate and personal property combined).

### **Who Controls the Budget and Spending?**

Your elected City Council members approve the Municipal budget. The School budget is prepared by the RSU 23 school board and approved by the citizens. The County budget is prepared by the county budget committee and controlled by the York County Commissioners. *Each municipality within York County is allocated a percentage of the total county budget.*

Once all three budgets have been passed, the tax rate is then calculated.

### **Tax Exemption Info:**

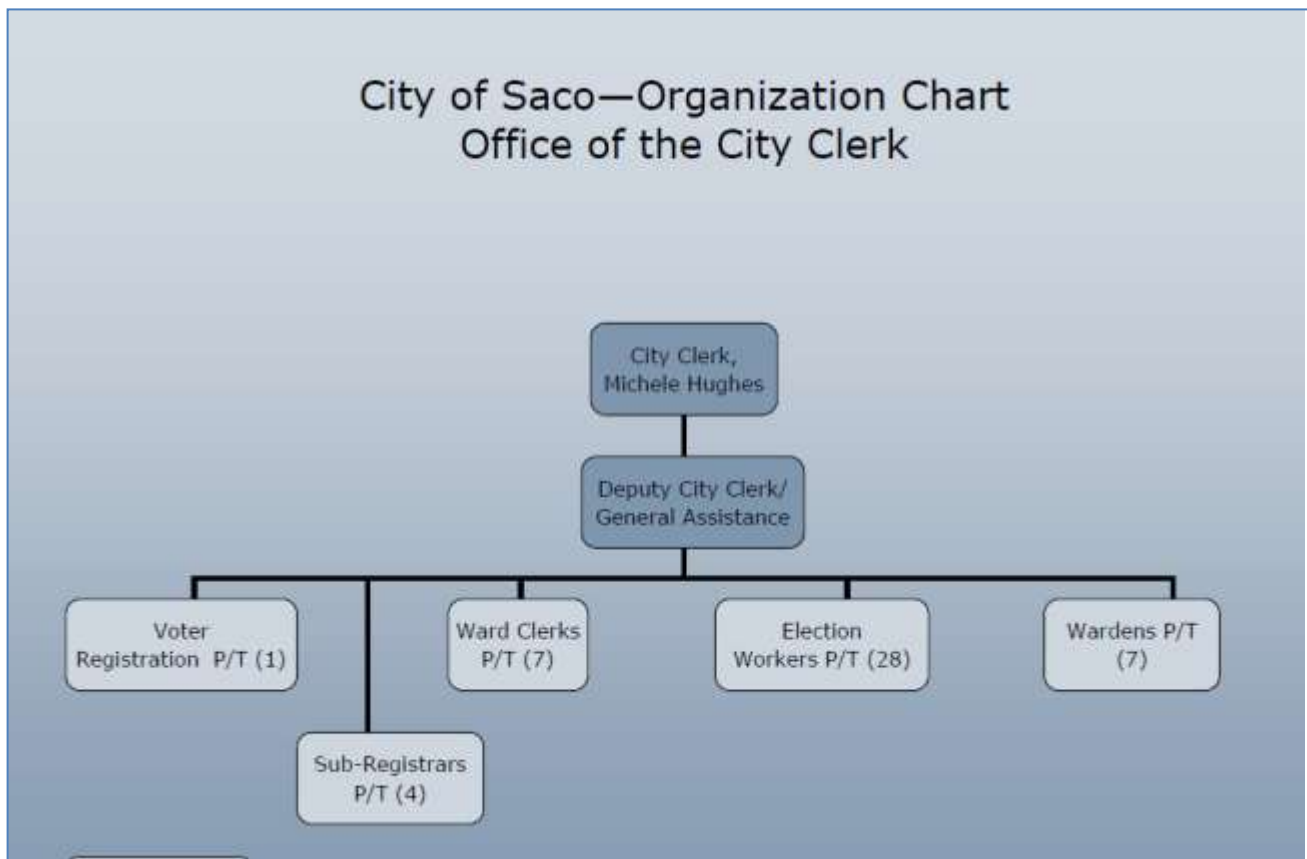
The City of Saco would like to remind taxpayers that you may qualify for the **Homestead Exemption** and if you are a qualified veteran, you may be eligible for a **Veteran's Exemption**. The City of Saco also offers a *Senior Citizen Work for tax program*. For more information contact, the Assessing Department at (207) 282-1611 or you can visit our webpage at <http://www.sacomaine.org/departments/assessor/assessor.shtml>

### **Tax Relief Info:**

Please also note that the State of Maine provides a Property Tax Rebate Program. You can obtain more information regarding this program by calling 207-626-8475 or by visiting the State's webpage at <http://www.maine.gov/revenue>

## CITY CLERK & GENERAL ASSISTANCE

**Mission Statement:** *"The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will through dedicated employees continued to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their constitutional rights and provide financial assistance to indigent in our community."*



### STAFF:

City Clerk Lucette S. Pellerin and Deputy Registrar Janet Fernald both retired in June 2011 after 17 years of dedicated service to the city and state. During Lucette's tenure, she served on various clerk's committees at the international, regional, county, and state level.

The City promoted Deputy City Clerk/General Assistance Director Michele L. Hughes to City Clerk position in August of 2011, and finance customer service representative Will Rankin to Deputy City Clerk/General Assistance Director. Additionally, the city appointed Judith A. Tripp Deputy Registrar position in Sept. 2011.

**STATE & FEDERAL MANDATES:** Our department is subject to both federal and state mandates.

CHARGE	
Maintain Municipal Records	Deeds, Easements; Contracts; Council Minutes; Annual Reports, etc.
Maintain Vital Statistics	Births, Deaths, Marriages
Issue Licenses	Dog, Liquor, Entertainment Permits & copies of vital statistics
Collect and Report Monies to the State	Dog License and Vital Statistics Sales
Oversee Voter Registration	Registration, Voter Participation History, Petitions, and all Elections for the City ( <i>Municipal, Regional School Unit 23 and State, Federal</i> )
Administer General Assistance Program	<b>Monthly Reports to State</b> , i.e. number of applicants, how much assistance issued, how many assigned and completed 'Workfare'. ( <i>The City receives a 50% reimbursement from the State of Maine for all assistance issued during a month.</i> )

## PROGRAMS AND SERVICES

### PERMANENT RECORDS

Our office is the official repository for all permanent records of the City of Saco. Municipal records are stored in fireproof cabinets in a secured area. We maintain Vital Records, as well as other historical information, providing a resource for genealogist and other individuals interested in our permanent records data.

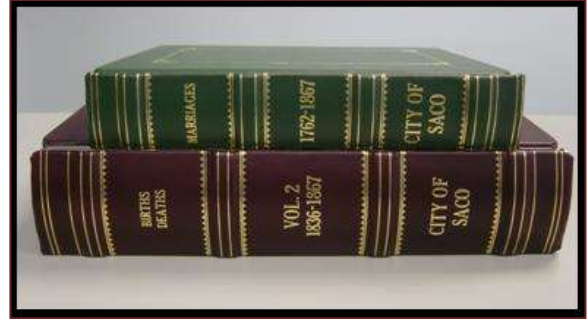
*The office recorded the following:*

	FY 11/12	FY 10/11	FY09/10	FY 08/09	FY 07/08
<i>Birth</i>	155	150	197	166	190
<i>Death</i>	214	239	222	219	226
<i>Marriage</i>	122	121	130	148	154
<b>Gr. Total</b>	<b>491</b>	<b>510</b>	<b>549</b>	<b>533</b>	<b>570</b>

*The office issued the following:*

	FY 11/12	FY 10/11
<i>Birth Cert.</i>	458	411
<i>Death Cert.</i>	799	789
<i>Marriage Cert.</i>	351	271
<i>Marriage License</i>	128	110
<i>Burial Permit</i>	128	122
<b>Gr. Total</b>	<b>1864</b>	<b>1703</b>

*The two Vital Statistics Books to the right were restored, microfilmed and scanned on to a CD for posterity.*



- Vol. 2 -
  - ✓ Births & Deaths 1840-1867
  - ✓ Marriages 1762-1867

FY 10/11	Vol. 12 Deaths 1930-1933 & Vol. 5 Marriages 1905-1917
FY09/10	Vol. 12 Births 1949-1951 & Vol. 10 Deaths 1923-1927
FY 08/09	Vol. 9 Deaths 1921-1923 & Vol. 11 Deaths 1927-1930
FY 07/08	Births, Marriages & Deaths 1796-1832

## LICENSING AGENT

Our office is responsible for maintaining and processing all types of licenses required by the municipality and State of Maine.

<i>Licenses issued:</i>	FY 11/12	FY 10/11	FY09/10	FY 08/09	FY 07/08
<b>Business Registrations</b>	501	496	512	504	506
<b>Camp Ellis Stickers</b>	316	294	321	301	328
<b>Camp Ellis Stickers - Over 62</b>	537	n/a	n/a	n/a	n/a
<b>Cemetery Deeds</b>	0	1	0	1	0
<b>Dog Licenses - In-House</b>	2,107	1,667	1,630	1,195	1,071
<b>Dog Licenses - Online</b>	454	430	420	353	242
<b>Flea Market Licenses</b>	13	19	25	38	70
<b>Liquor Licenses - New</b>	0	3	2	2	2
<b>Liquor Licenses - One Day</b>	14	11	17	14	8
<b>Liquor Licenses - Renewal</b>	21	24	27	22	20
<b>Mooring Permits</b>	93	93	99	102	95
<b>Mooring Wait List</b>	18	16	15	7	19
<b>Oath of Office</b>	86	45	72	30	59
<b>Pole Permits</b>	3	4	2	3	4
<b>Special Entertainment Permits</b>	9	10	10	8	10
<b>Taxi Business</b>	2	2	0	4	2
<b>Taxi Drivers</b>	20	22	12	18	2
<b>Veterans Discharge</b>	1	4	3	0	0
<b>Victualer</b>	83	97	97	85	114
<b>Gr. Total</b>	<b>4, 278</b>	<b>3,238</b>	<b>3,264</b>	<b>2,687</b>	<b>2,552</b>

## ELECTIONS

Elections are a major function of our office. Preparation and the conduct of the state and municipal elections is the responsibility of the Clerk. In addition to elections, the Clerk is required by State Law to certify nomination petitions as well as citizen initiatives. **The Clerk is also the Registrar of Voters.**



### *Election & Voter Registration*

	Votes Cast	Registered Voters	% Turnout
<b><u>FY 11/12</u></b>			
June 12, 2012 - State Primary & Regional School Unit #23 Budget Validation Referendum Election	2,726	13,339	20.44%
Nov. 8, 2011 - General/Referendum Election	5,921	13,236	44.73%
<b><u>FY 10/11</u></b>			
June 7, 2011 - Regional School Unit #23 Budget Validation Referendum Election	529	13,469	3.93%
Nov 2, 2010 - General/Referendum & Municipal/School Referendum Election	7,564	14,511	52.13%
<b><u>FY 09/10</u></b>			
June 8, 2010 - State Primary/Referendum & Regional School Unit #23 Budget Validation Referendum Election	3,674	14,456	25.42%
February 9, 2010 Fire Station Referendum Election	3,494	14,510	24.08%
Nov. 3, 2009 - General/Referendum & State Referendum Election	7,451	14,538	51.25%
Aug. 4, 2009 - Regional School Unit #23 Budget Validation Referendum Election	507	14,733	3.44%
<b><u>FY 08/09</u></b>			
June 9, 2009 - Regional School Unit #23 Budget Validation Referendum Election	784	14,872	5.27%
Feb.10, 2009 Regional School Unit #23 Board of Education Election	237	14,945	1.59%
Nov. 4, 2008 General/Referendum Election	10,211	15,013	68.01%
<b><u>FY 07/08</u></b>			
June 8, 2008 - State Primary/Referendum & Regional School Unit #23 Budget Validation Referendum Election	2,450	14,409	17%
Nov. 6, 2007 General/Referendum Election	3,539	14,471	24.46%

Registered Voters at Year's End					
	FY 11/12	FY 10/11	FY09/10	FY 08/09	FY 07/08
Democrat	5,148	5,219	5,645	5,687	5,508
Green Independent	523	527	492	503	481
Republican	2,991	2,961	3,167	3,097	3,059
Un-enrolled	4,695	4,714	5,132	5,241	5,374
Grand Total	13,357	13,422	14,436	14,528	14,422

**2012 CITIZENS SURVEY RESPONSE** to *"Ease of Voting the City of Saco - Based on your Experience the LAST Time You Voted in Saco"*

	2004	2005	2007	2009	2012
Overall Mean (1-5) 5=most satisfied	4.36	4.40	4.41	4.50	4.31

### *Petitions*

In FY12 there were numerous petitions circulated within the community. The petitions included:

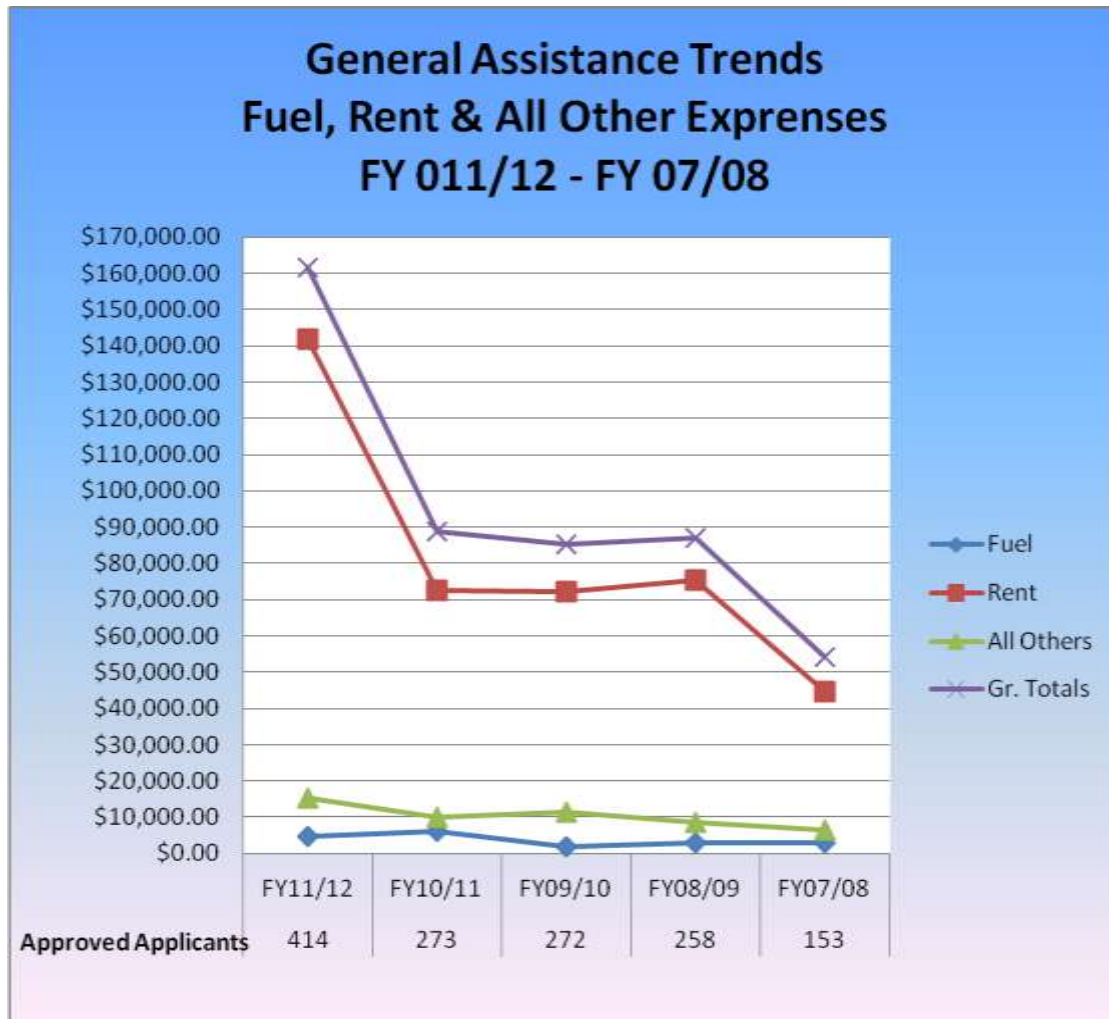
- An Act to Preserve the Integrity of the Voter Registration and Election Process. Do you want to reject the section of Chapter 399 of the Public Laws of 2011 that requires new voters to register to vote at least two business days prior to an election?;
- An Act to Allow Marriage Licenses for Same-Sex Couples and Protect Religious Freedom;
- Petition to Participate in the Primary Election - Americans Elect Party;
- An Act to Increase Investment in Renewable Energy and Energy Efficiency;
- Various Primary Nomination Petitions

<u># Petitions Dropped Off</u>	<u>Total # of Signatures</u>	<u># of Valid Signatures</u>
1,286	7,866	6,284

*Note: Prior year statistics were recorded by calendar and not fiscal year*

# GENERAL ASSISTANCE

As the administrator of General Assistance, we are responsible for providing immediate aid to persons who are unable to provide the necessities essential to sustain themselves or their families. We provide a determination of services within 24 hours of application.



## EMERGING ISSUES:

- The State of Maine will be sending out a Request for Proposals (RFP) for leasing ballot-tabulating machines, so that every municipality in the state will be using the same type of machines.

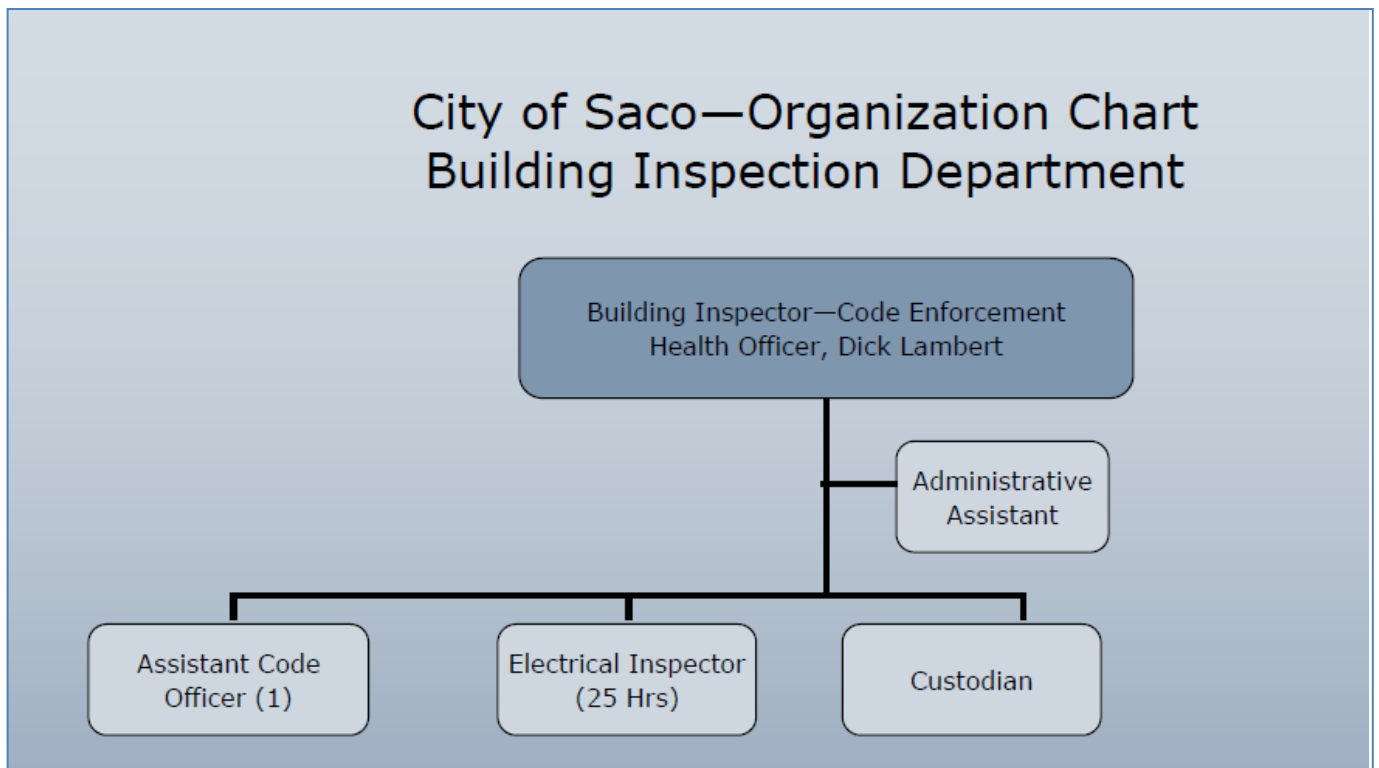


They have chosen to lease, rather than buy, a tabulating system as this industry is constantly changing. A federal grant has been secured that will pay the cost of leasing these machines;

- A petition is being circulated which would repeal the new law that states there is a two-business day cut-off to request Absentee ballots before Election Day unless a "Special Circumstance" exists. This new law was implemented in order to give the municipal offices appropriate time to prepare for Election Day;
- The State is proposing cuts to the General Assistance, T.A.N.F (temporary assistance to needy families), and Maine Care programs. These cuts will affect many low-income residents in our community.

# CODE ENFORCEMENT DEPARTMENT

**Mission Statement:** *“The mission of the Saco Code Enforcement Department is to ensure the public’s safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations; continued compliance with occupancy and building regulations; zoning regulation enforcement and all necessary administrative support services.”*



## ***From the Building Inspector:***

Our department’s program areas involve the timely response to the public when seeking information, resolution to problems, City Building issues or when applying for any of the various permits we are responsible for reviewing. As the saying goes, “Time is Money” and nowhere is this more evident than our relationship with self-employed contractors. When a construction inspection is required, it is vitally important that we have staff qualified and available to review the work in the field. Our times to get to a requested inspection has generally decreased over the years; with a marked improvement from FY11 to FY12, from 3.6 hours to 1.95 hours from request to actual inspection. With proper planning, a

contractor is able to call ahead for a required inspection and experience no delay in the construction schedule because he/she had to wait for an inspector to show up. This is due to several factors, not the least of which is the cross-trained inspectors the City employs. All inspectors are specialists in different areas of responsibility; however, staff is trained in all aspects of the job and can respond to almost any request for information or inspections.

As important is the turnaround time for plans submitted to this office. Although we do a good job in this area, there is currently no formal method to measure this. Consequently, a new system is in place to track these reviews and will be able to report these findings to the Citizens of Saco during the next Fiscal Year report.

The Department also responds to many complaints of varying nature as indicated on the pie chart (*FY12 Complaints by Type*) found on page 41. We feel it is important to respond to a complaint in a timely manner so that we may ascertain its validity. For FY11, we were able to track the response times for initial contact with the complainant as well as to document the type of complaints we investigate. In 80% of the complaints we received, the party involved was contacted by the Code Enforcement Department within 24 hours. This is the first year we have been able to track this measure and will report on an on-going basis going forward.

Finally, our department is responsible for the maintenance and improvement of the City Hall Building and the Annex. One of our department objectives is to put together a service and maintenance handbook similar to the one developed by the Parks and Recreation Department for their facilities.

Respectfully,

*Richard Lambert, Building Inspector*

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## PROGRAMS AND SERVICES

### CONSTRUCTION INSPECTIONS

**Outcome:** To provide accurate, complete and timely inspections on all construction work permitted by the City.

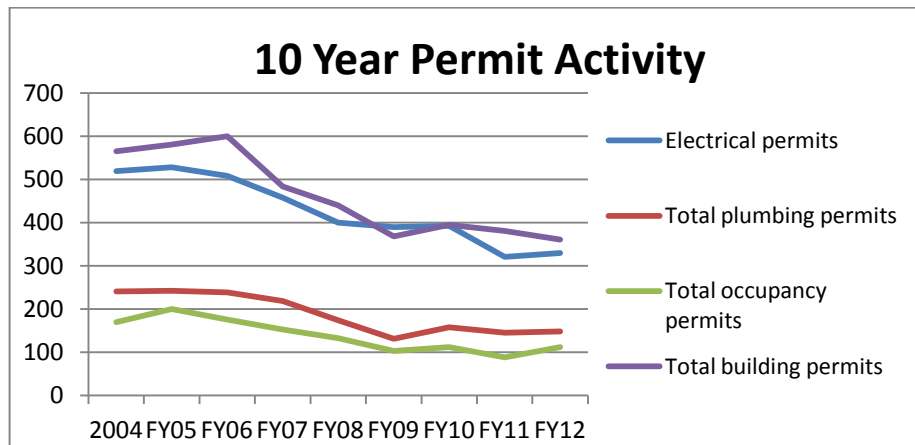
**Key Measures:** To schedule inspections within one business day of request.

**Output:**

TIME TARGETS:	ACTUAL HOURS FROM REQUEST TO INSPECTION
FY06	8.8 Hours
FY07	3.75 Hours
FY08	6.8 Hours
FY09	4 Hours
FY10	3.6 Hours
FY11	3.6 Hours
FY12	1.95 Hours

**Inputs:**

- Adequate and trained staff available to perform inspections.
- Cross-trained inspectors that are available to perform inspections when others are busy, sick or on vacation.
- Mutual aid agreement with the City of Biddeford to cover if the staff is overwhelmed with requests for inspections.

**PLAN REVIEW**

**Outcome:** To provide accurate, complete and timely plan review to all external and internal customers.

**Key Measures:**

- To complete the review of building plans within 24 hours after receipt of a complete application package.
- To review all Planning Board site plan, conditional use, subdivision and preliminary sketch plans within 24 hours of receipt.

**Output:**

Current output data is not available as this measure was just initiated in FY12. Measures are being developed to accurately track the turnaround time of permit applications and Planning Board reviews.

**Inputs:**

- Code Enforcement Officers that are trained and certified in all areas of construction;
- Trained administrative assistants that can scan incoming permits for missing information;
- A comprehensive website that details



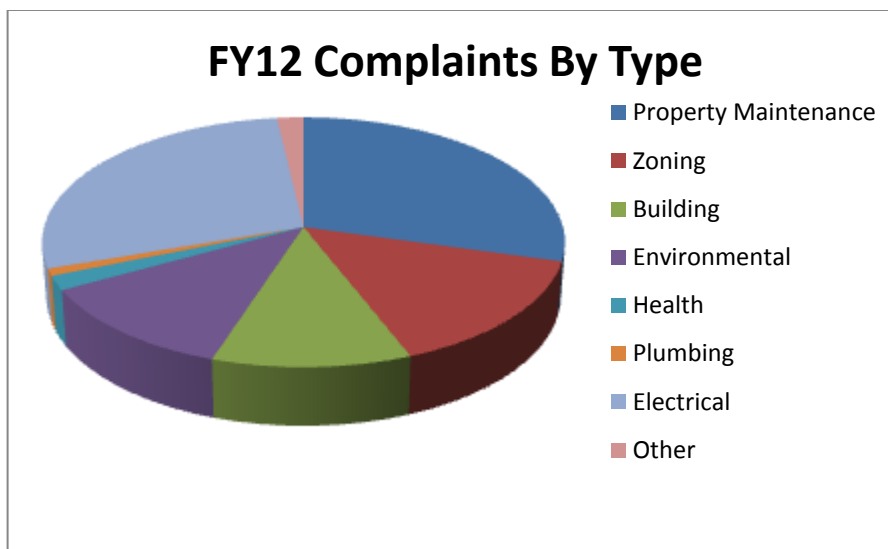
- requirements for permit issuance; and
- Adequate lead-time from the Planning Department seeking staff comments.

## COMPLAINT RESOLUTION

**Outcome:** To address and resolve complaints received by the Code Enforcement Office in a quick and efficient manner.

**Key Measures:**

- Initial contact with the complainant within 24 hours of receipt of the complaint
- Site visit (investigation), if deemed necessary, within 48 hours after initial complaint
- Determining a resolution to the complaint within 7 days of investigation.



**Output:**

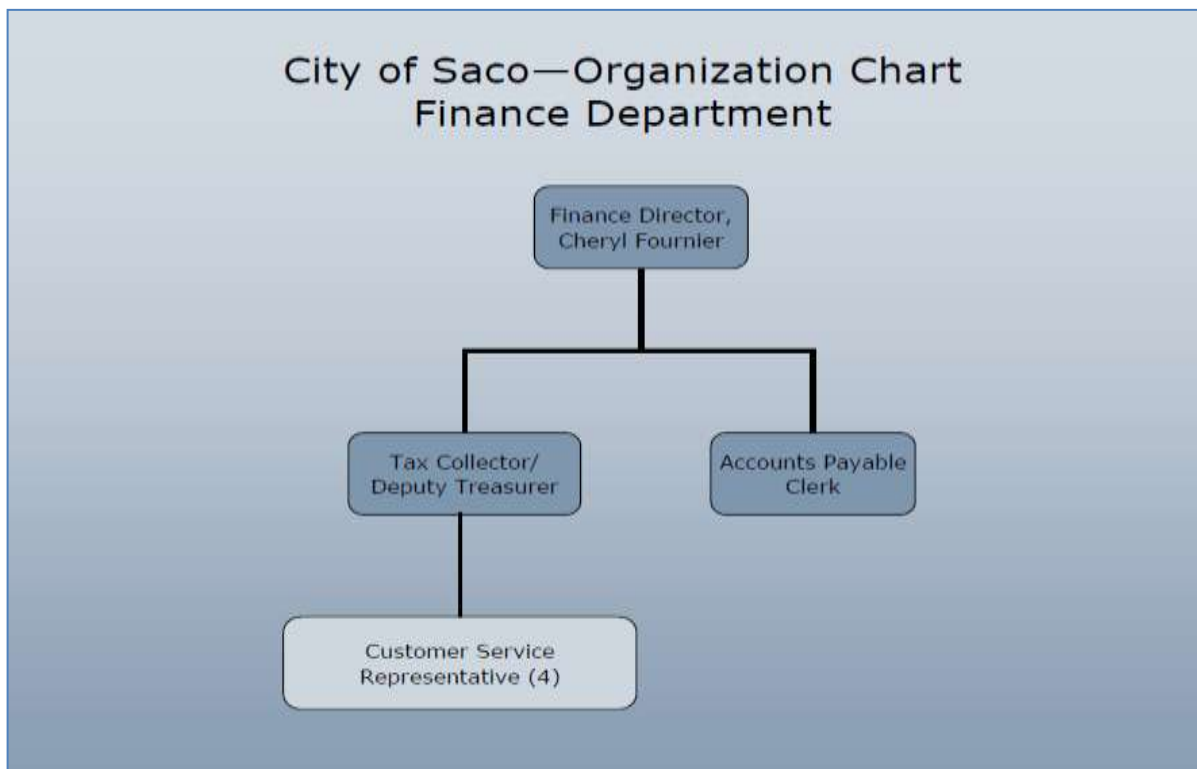
109 complaints were recorded by the Code Enforcement Department in FY 12. Of those, 80% of complainants were contacted within 24 hours of the receipt of the complaint.

**Inputs:**

- Trained staff able to fully complete all areas of a complaint investigation for correct contact information and follow up.
- Good tracking & data collection software that is able to glean all aspects of the complaint and subsequent follow up.
- Reliable and modern equipment available to test/document violations.
- Good working relationship with other departments when necessary for follow up or additional enforcement options (City Attorney, Police, Fire, Public Works)

# FINANCE DEPARTMENT

**Mission Statement:** *“The Finance Department, in its capacity of fiduciary agents for the entire taxpayer base of the community, strives to provide the highest levels of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, investing, budgeting and financial planning analysis and processes, and the highest levels of financial reporting and disclosure.”*



## ***From the Finance Director:***

As you look through this package, I hope that it answers all your questions. The Finance department is one of the most common stops for our citizens. It may be to register a car, pay taxes, or for a numerous other reason. The staff is a very dedicated and customer service driven individuals. We have been working to cross train all employees, so that tasks do not sit when people are on vacation or out sick. The staff does many additional tasks that the normal person would not know about. Some of those items are: state reporting, uploading information so you can register your car online, working with mortgage companies to get property taxes paid through Electronic Funds Transfer (EFT), creating and maintaining the EZ Pay program for property taxes, and many more.

Finance was 1.7% of the total Expense budget for 2012. Finance's budget has increased by 2.8% (\$9,929) between 2009 and 2012. The primary expense for the Finance Department is salaries. We have seven employees. Our salaries are 76.5% of our budget. Most of our costs

are citizen driven. Postage and Filing fees are the fees that we have to pay to process our liens, send out bills, etc. is 7.9% of Finance's operating budget. That cost is driven by the number of bills mailed, and the number of liens or foreclosures processed. The other largest portion of our budget is Audit. We are regulated by law to have our books audited annually. That audit is 6.3% of our expenses in 2012. I hope the following package will help answer some of your questions.

*Cheryl Fournier*

Finance Director

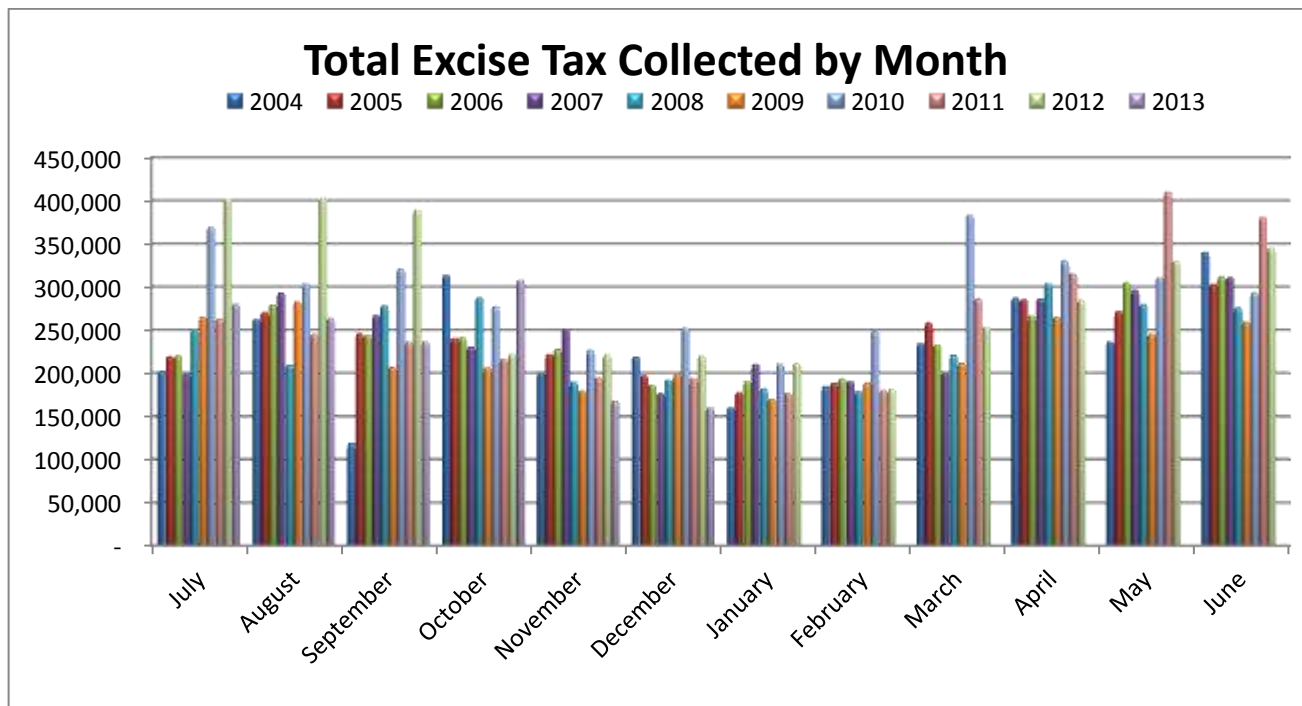
## FINANCE PROGRAMS

### MOTOR VEHICLE

Each town/city is allowed by law to collect excise tax on vehicles registered in that town. Additionally, the State of Maine Bureau of Motor Vehicles (BMV) trains and authorizes city staff to transact many of the actual vehicle registrations on behalf of the BMV, for which the city collects a transaction fee based on the level of service provided.

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target is minimal wait times.

**Customer:** Citizens and BMV; as the consumer of these revenues, the city organization is also a customer.

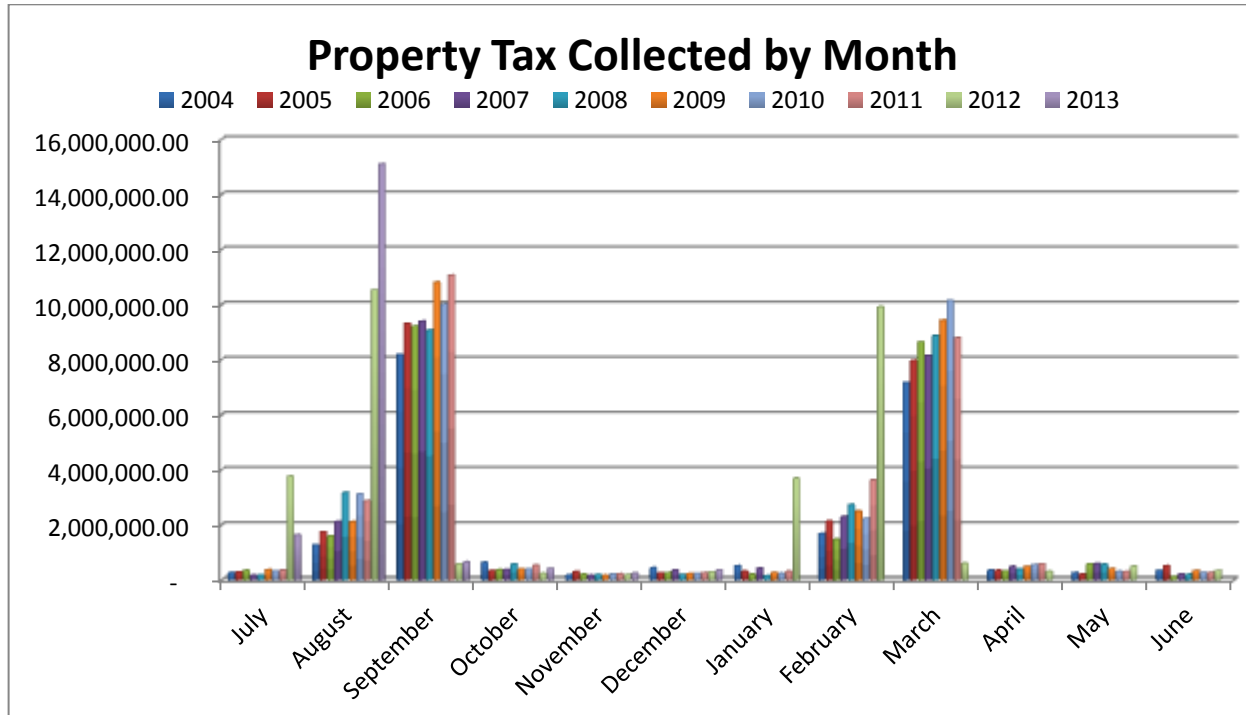


## PROPERTY TAX COLLECTION

Property taxes based on tax liabilities determined annually by Assessing are collected by Finance in two installments each year, as allowed by state law and council policy.

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target wait times TBD.

**Customer:** The major customers of this activity are citizens, and also Assessing; as this is a revenue source, the city organization is also a customer of this activity.

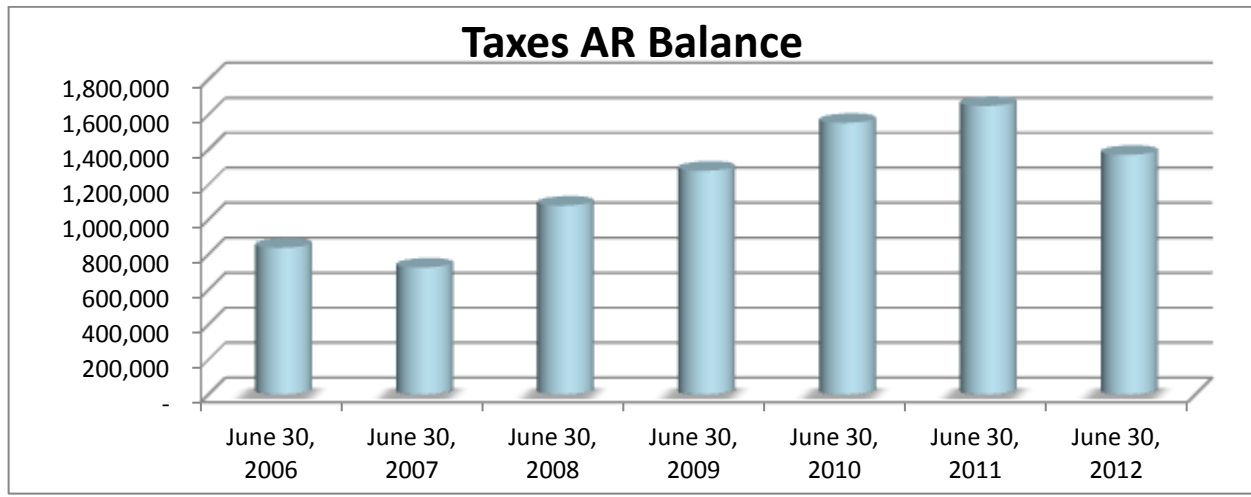


## ACCOUNTS RECEIVABLE & OTHER RECEIPTS

Fees for most other chargeable services provided by the city also are collected by Finance (e.g., sewer user fees, permit fees, dog license fees, tipping fees, etc).

**Level of Service:** To achieve a rating of above average service received for 85% of citizens surveyed via the citizen satisfaction survey. Target is minimal wait times. Apply all payments within one business day of receipt.

**Customer:** Citizens and other city departments; as this is also a revenue source, the city organization as a whole is also a customer.



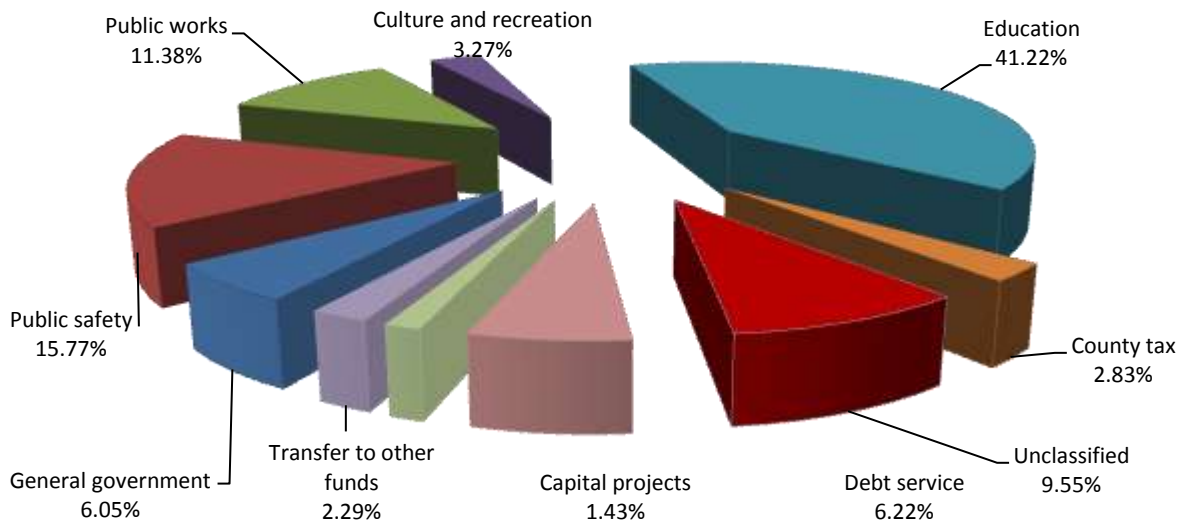
## ACCOUNTS PAYABLE

Invoices for resources utilized by the city in order to deliver services are centrally processed through the Finance Accounts Payable area. The major customers of this activity are vendors and other city departments.

**Level of Service:** To pay all vendors within 20 days of invoices being submitted.

**Customer:** Citizens, other city departments, and vendors.

## GENERAL FUND - 2012 EXPENDITURES



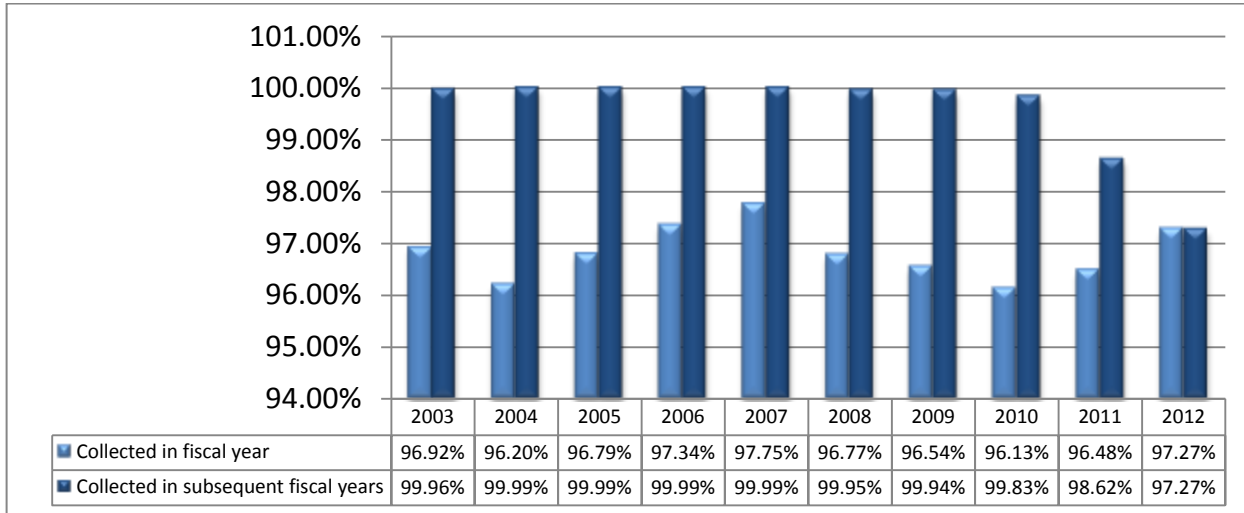
## FINANCIAL ANALYSIS

Analyzing various financial indicators of the city's activities and performance is done by Finance, such as tracking excise revenues, debt service, or policy change impacts, etc.

**Level of Service:** Timely reporting and minimal audit changes for final year end reporting.

**Customer:** The major customers of this activity are city administrator, department heads, city councilors, auditors, and citizens.

## COLLECTION PERCENTAGES



## FINANCIAL REPORTING

Reporting on many city activities is done by Finance, such as with budgets.

**Level of Service:** Timely reporting and minimal audit changes for final year end reporting.

**Customer:** The major customers of this activity are city administrator, department heads, city councilors, auditors, and citizens.

## ANNUAL AUDIT

City of Saco has received the Certificate of Achievement for Excellence in Financial Reporting for the past three years under my supervision. The audited financials can be found at:

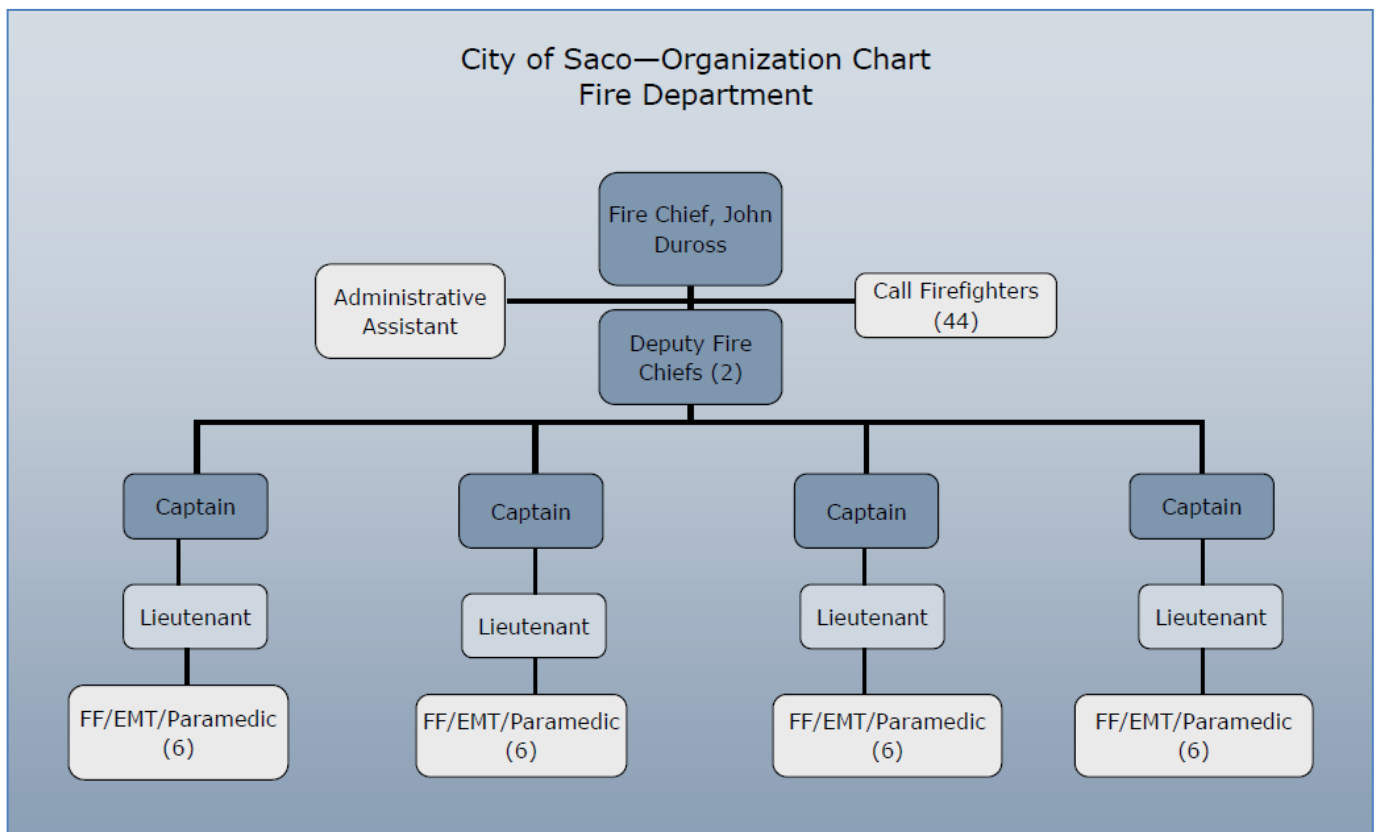
<http://www.sacomaine.org/departments/administration/reports.shtml>

Summary:

One of the biggest changes for the department in the past year was that we used to have a lockbox with TD Bank for a majority of our payments. The cost was going to increase drastically for all our banking services, going from \$0 to \$45,000/year. When we started looking at the cost of staying with TD Bank, we determined to eliminate the lockbox which was \$25,000 of the expense. This meant that we no longer got electronic files to upload into our system for those payments (approximately 25,000 transactions per year). We determined the best option was for us to take the transaction back in house. This has been working well, and has saved a ton of money and headaches. This actually eliminated us having to double check accounts that had past due amounts, because the electronic file would only post to the current amount due. After determining that lockbox was going to be eliminated, we decided to go out to RFP for banking services. We sent out the RFP to thirteen different banks. Six of those bank responded. During that process, we determined to give Bangor Savings Bank our banking relationship. We have been very happy with the transfer plus saved additional money from the change in relationship.

# FIRE DEPARTMENT

**Mission Statement:** *"The Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the utmost regard for the safety of its citizens, visitors, and employees."*



## *From the Fire Chief:*

On behalf of the members of the Saco Fire Department, I am proud to submit our Annual Report for Fiscal Year 2012: July 1, 2011 through June 30, 2012, (FY 2012). The following is a summary of activities of the Department. The department responded to 3,078 calls for service during the period. This represents more than a 10% increase in call volume over FY 2011.

There were 2380 calls for Emergency Medical Services, (EMS); 77.3% of our total call volume. Southern Maine Medical Center in Biddeford is our primary hospital of destination accounting for 1493 transports. Ninety two percent of our calls originate in Saco, the other 8% are calls for which we provide mutual aid to our neighboring towns.

We responded to 11 building fires in Saco and assisted neighboring communities at 9 building fires as a part of our automatic mutual aid agreements. Beyond structural firefighting and EMS responses, the public relies on the fire department to provide emergency services for a wide range of call types. These significant calls include 143 motor vehicle accidents; 15 ocean and fresh water emergencies; 59 brush, grass, woods and outside fires; 11 fire emergencies involving heating appliances including chimney fires; 23 incidents as a result of carbon monoxide detector activations; 19 incidents directly related to cooking fires; and 18 incidents involving hazardous materials and fuel spills.

Beyond answering emergency calls, we prepare ourselves for the challenges we face through a comprehensive training program that meets or exceeds national standards established for both fire and EMS service. We spend countless hours in fire prevention and code enforcement inspections as well as Public Fire Safety Education activities.

We are very grateful for the continued support from our community, city administration, other city departments, and elected officials; without your support, meeting our mission would not be possible.

Respectfully submitted,

*John L. Duross*

Fire Chief

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## PROGRAMS AND SERVICES

The department has identified 4 major functions of the department which include:

- ▶ fire suppression,
- ▶ emergency medical services,
- ▶ fire prevention, and
- ▶ training

### FIRE SUPPRESSION

**Outcome:** To minimize the impact of fires, disasters, and other emergencies on life and property.

**Key Measures:**

- Percentage of 1 -2 family residential structure fires confined to the object or room of origin
- Percentage of 1 -2 family residential structure fires confined to the floor of structure of origin
- Percentage of emergency fire calls responded to in 5 minutes or less, from conclusion of dispatch to arrival

**Outputs:**

- Percentage of 1 -2 family residential structure fires confined to the object or room of origin = 56.4% (FY12)
- Percentage of 1 -2 family residential structure fires confined to the floor of structure of origin = 43.6% (FY12)
- Percentage of emergency fire calls responded to in 5 minutes or less, from conclusion of dispatch to arrival = 52.41% (FY12)

**CALLS RESPONDED TO IN 5 MINUTES OR LESS:**

FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
56.31%	58.61%	55.63%	55.79%	55.14%	54.14%	58.71%	54.01%	52.41%

**Inputs:**

- Adequate staffing who are trained and equipped
- Operational Mutual Aid with the Biddeford Fire Department
- Automatic Mutual Aid with surrounding communities; Old Orchard Beach, Scarborough, Buxton, and Goodwins Mills
- Fire Apparatus; engines, aerial ladder, support and service vehicles
- Central Fire Station and Sub-Stations in North Saco and Camp Ellis Fire Department Dispatch Policy & Procedures

**EMERGENCY MEDICAL SERVICES**

**Outcome:** To provide out-of-hospital acute medical care and transport to definitive care for patients with illnesses or injury that prevent them from transporting themselves

**Key Measures:**

- Percentage of cardiac patients delivered to the emergency room with a pulse
- Percentage of EMS responses within 8 minutes from conclusion of dispatch to arrival

**Outputs:**

- Percentage of cardiac patients delivered to the emergency room with a pulse (FY12) 95%.
- Percentage of EMS responses within 8 minutes from conclusion of dispatch to arrival (FY12) 87.71%.

**EMERGENCY MEDICAL RESPONSES (EMS) WITHIN 8 MINUTES**

FY '04	FY '05	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
78.56%	80.19%	78.55%	78.44%	77.99%	78.61%	93.12%	89.02%	87.71%

**Inputs:**

- Adequate staffing who are trained and equipped

- Automatic Mutual Aid with surrounding communities; Biddeford, Old Orchard Beach, Scarborough, Buxton, and Goodwins Mills
- Central Fire Station
- Ambulances
- Fire Department Dispatch Policy & Procedures

## TRAINING

**Outcome:** To create a more efficient staff who have the competence to manage effectively any emergency in a safe and efficient manner

**Key Measures:**

- Percentage of licensed EMS providers; Paramedic, EMT-Intermediate, EMT-Basic
- Percentage of certified Firefighters; Firefighter 1, Firefighter 2
- Percentage of certified Fire Officers; Fire Officer 1, Fire Officer 2
- Percentage of certified Fire Instructors; Fire Instructor 1, Fire Instructor 2
- Percentage of employees with certified training in Hazardous Materials Response; Awareness, Operations, Technicians

**Outputs:**

Certified to the Firefighter 1 Level							
Division	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
Career	18%	22%	69%	63%	66%	62.90%	71%
Call	38%	48%	44%	52%	45%	48%	48%
Certified to the Firefighter 2 Level							
Division	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
Career	40%	42%	50%	54%	54%	62.90%	63%
Call	15%	18%	31%	42%	34%	40%	38%
Certified to the HAZ MAT Operations							
Division	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
Career	97%	100%	97%	97%	100%	100%	100%
Call	74%	74%	74%	74%	75%	69%	40%
Certified to the Fire Instructor Level							
Division	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
Career		29%	35%	35%	35%	35%	51%
Call		12%	12%	12%	12%	12%	14%
Certified to the Fire Officer Level							
Division	FY '06	FY '07	FY '08	FY '09	FY '10	FY '11	FY '12
Career		8%	12%	14%	14%	23%	29%
Call		0%	0%	0.50%	1%	12%	10%

**Inputs:**

- In-house training to ensure re-licensure via CEH's

- Partnerships with Southern Maine Community College and Southern Maine Emergency Medical Services training programs
- Participation in regional training academies for Firefighter and Fire Officer Certification
- Partnerships with Maine Fire Service Institute and National Fire Academy training programs
- Partnerships with York County Emergency Management Hazardous Materials Training Programs

## FIRE PREVENTION

**Outcome:** To provide effective service delivery in the areas of Public Fire Safety Education, Fire Investigation, and Fire Prevention and Code Enforcement through community planning strategies, construction inspections, fire protection & fire alarm systems installation and use.

### Key Measures:

- Number of persons attending Public Fire Safety Education programs; school children, elderly, and special interest groups
- Number of fire safety and fire extinguisher classes held for business and industry
- Number of commercial and industrial Fire Safety Inspections conducted
- Number of Code Enforcement and Fire Prevention inspections/consultations

### Outputs:

- Number of persons attending Public Fire Safety Education programs; school children, elderly, and special interest groups  
(FY12) 1,300 school age children, 500 participants in tours of Central Fire Station, and 150 participants in pre-school education
- Number of fire safety and fire extinguisher classes held for business and industry  
(FY12) 150 participants
- Number of commercial and industrial Fire Safety Inspections conducted  
(FY12) 250 inspections conducted
- Number of Code Enforcement and Fire Prevention inspections/consultations  
(FY12) 60 inspections/consultations

### Inputs:

- Dedicated staff position, Deputy Fire Chief, to serve as the Fire Prevention Officer
- Partnerships with Saco Schools to conduct Fire Safety Education programs
- Partnerships with Saco elderly housing to conduct Fire Safety Education programs
- Fire Safety Inspections conducted by on-duty shifts
- Partnerships with local businesses and industry

**2012 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the overall quality of FIRE SERVICES:*

	2007	2009	2012
How satisfied are you with overall quality of fire services? 1-5 (5= very satisfied)	4.49	4.51	4.58

**2012 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the overall quality of AMBULANCE SERVICES:*

	2007	2009	2012
How satisfied are you with overall quality of ambulance service 1-5 (5= very satisfied)	4.47	4.46	4.62

**2012 CITIZENS SURVEY RESPONSE** to *“How satisfied are you with the City's efforts to enhance FIRE PREVENTION:*

	2004	2005	2007	2009	2012
How satisfied are you with overall quality of ambulance service 1-5 (5= very satisfied)	4.26	4.23	4.28	4.23	4.37

## FIRE DEPARTMENT FACILITIES



**Central Fire Station** is located at 271 North Street and built in 2011. Staffed 24 hours a day by on-duty members, Central Station is also the home of the administration office and is often frequented by the public who are in need of the non-emergency services that we provide such as obtaining burning permits or Fire Code advice on a particular product or installation.



**North Saco** Fire Station is located at 37 Rocky Hill Road. A volunteer station that was built in 1975 on land donated to the city by a local resident. The original location of the North Saco Fire Station was at the corner of the Heath and Flag Pond Roads, which housed used and donated fire apparatus until 1971 when the City of Saco purchased Engine 7.



**Camp Ellis** Fire Station is located at 11 Bay View Road. This station was built in 1993 using money from the Federal Jobs Bond. Relocated from its original home that was constantly impacted by coastal storms, the Camp Ellis Volunteer Fire Department has a long history of serving the fishing industry and summer homes of many residents.

## STAFF

Our Department is a combination department, operating 24 hours per day, 7 days per week and consisting of a 35-member career division, a 42-member on-call division and three civilian members.

The career division is comprised of 35 highly trained and competent firefighters licensed by Maine Emergency Medical Services to provide emergency medical services on a transporting ambulance. Staff positions consist of the Fire Chief and two Deputy Fire Chiefs working a Monday through Friday work shift, as well as on-call time rotating every third week. On-duty staffing is accomplished through four eight-member shifts working 24 hours on a rotating basis. A captain and a lieutenant provide leadership of each on-duty shift. The remaining crewmembers are highly proficient firefighters/apparatus operators. The majority of our personnel is licensed at the Paramedic level, while the remaining members are either Basic Emergency Medical Technicians (EMT's) or Intermediate level EMT's. All career members are trained and qualified as Interior Structural Firefighters and operate at the Operations Level in Hazardous Materials Response.

The on-call division of the Department is a long-standing, rich in tradition organization that serves the City with pride and dedication, staffing the fire apparatus at the North Saco and Camp Ellis Fire Stations as well as providing additional firefighting staff at Central Fire Station. As on-call members, they are required to attend monthly training and to respond on all fire related incidents that are 1st Alarm assignments or greater as determined by the Incident Commander. This group also has limited responsibilities as EMS First Responders in the outlying areas of North Saco and Camp Ellis. The goal is to use the sub-stations to provide first aid prior to the arrival of the ambulance out of Central Fire Station.

Our three civilian members consist of a fulltime Administrative Assistant, a medical physician who serves as our Medical Director, and our Fire Department Chaplain. The responsibilities of the Administrative Assistant center on office workflow. Duties include processing department payroll, invoices, recordkeeping, filing, and serving as the department receptionist. Our Medical Director provides the EMS Division with guidance on training, EMS protocol compliance, and Quality Assurance & Quality Improvement. The focus of the department chaplain is to provide support services to our department, our membership and our customers.

## STRATEGIC INITIATIVES

The following initiatives are the foundation for the Department Strategic Plan.

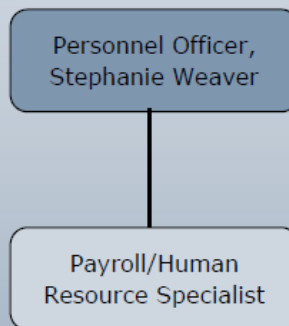
- Analyze and modify the EMS Delivery and Deployment model to meet current and future service delivery requirements;
- Analyze and modify the Fire Officer Staffing model, Line and Staff Officers, to meet current and future service delivery needs;
- Develop a comprehensive approach to Fire Prevention and Public Fire Safety Education related to fire department response and service delivery;
- Enhance the training system and programs to meet information, knowledge, skills, and overall behavior and performance requirements of the members;
- Create and implement a formula that provides for growth of line and support staff that meets the needs of the organization;
- Create and implement a personnel and officer development program that addresses recruitment, leadership, comprehensive wellness and welfare, mentoring, and defines the value system of the Department;
- Improve internal communications between labor, management, and the general membership;
- Develop a data management collection and information system that supports service delivery, training, and administration throughout the organization; and
- Work in cooperation with regional and statewide public safety partners to develop a plan that provides for interoperability between public safety agencies including communications, command, equipment, procedures, relationships, and the response to natural and human-caused disasters.

# HUMAN RESOURCES

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**Mission Statement** - *“The Human Resources Department will attract and retain qualified, productive, motivated and dedicated employees who will provide efficient and effective services to the citizens. The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.”*

## City of Saco—Organization Chart Human Resource Department



## STAFF

Staff has remained at two full-time employees for several years; however, the individuals in these roles are both relatively new to the positions. Stephanie Weaver, Personnel Officer was promoted internally in the summer of 2011, and Kelly Dorr, Payroll and Benefit Specialist was hired from outside in May of 2012.

The benefits of all new staff have been:

- ✓ new perspectives,
- ✓ new expertise, and
- ✓ new insights brought to the department,

All of which are generating new initiatives and activities.

The challenges of new staff are:

- ✓ learning all aspects of the department's functions without the benefit of corporate knowledge, and
- ✓ gaining the trust and confidence of employees.

## SCOPE OF RESPONSIBILITIES

The City employs 165 full time employees and a varying number of part-time and seasonal employees, ranging from 50 to 250, across 12 departments. Each department has a unique mission and unique functions, processes, and legal and organizational requirements, but all share a unifying overall goal of quality service delivery to Saco citizens.

Our employees represent a cross section of the greater community, and we believe that our employees are the City of Saco's greatest asset. We are an equal opportunity employer.

### HUMAN RESOURCES RESPONSIBILITIES

Employee Recruitment	Employee Relations	Development and Implementation of Personnel Policies
Compensation	Contract Negotiations with a Labor Consultant	Collective Bargaining Agreement Administration
Training	Terminations	Employee Benefits
Risk Management	Internal Administration of Worker's Compensation	Special Projects including the Citizen Opinion Survey ( <i>a key activity that provides the city with critical data on service delivery and organizational performance</i> )

The City employees include a non-unionized workgroup, largely comprised of the senior management, governed by the Personnel section of the City Code, as are part-time employees. The balance of the full time workforce is unionized and is governed by their respective collective bargaining agreements.

SEVEN SEPARATE BARGAINING UNITS REPRESENT UNION EMPLOYEES	
Teamsters Union	Clerical, Water Resource Recovery Division; and Public Safety Support
Maine Employer's United LLC (MEU)	Public Works and Parks employees
Maine Association of Police	Police Command and Patrol groups
International Association of Firefighters	Firefighter/EMT's ( <i>local business agent is MEU</i> )

### FEDERAL AND STATE MANDATES

Many Federal and State laws affect the work of the Human Resources department, such as but not limited to the Maine and federal Family Medical Leave Acts, the Fair Labor Standards Act, the Americans with Disabilities Act, the State Workers Compensation laws, and multiple state laws covered in Title 26 of the Maine Revised Statutes.

## **PROGRAMS AND SERVICES**

In order to facilitate measuring performance of the department, major programs are delineated to report on annually:

### **EMPLOYEE BENEFITS**

**Outcome:** The ability to attract and retain employees by offering a competitive benefit package and stability through employment and retirement.

**Key Measure:** Turnover rates for separations other than non-voluntary and retirement.

EMPLOYEE TURNOVER RATES					
YEAR	TOTAL EMPLOYEES	TURNOVER TOTAL	PERCENTAGE	VOLUNTARY RESIGNATION	PERCENTAGE
2011	164	13	7.92%	3	1.8%
2012	165	11	6.7%	6	3.6%

**Key Accomplishments:** Given the rising cost of healthcare, the health insurance benefit was the major focus of the department in FY12.

- ✓ Research and the ongoing deployment of a new health insurance plan that is estimated to save the city approximately 11% annually once fully implemented while keeping employees substantially whole, as well as achieving savings for employees in terms of their contributions, and in some case improving the benefit level.
- ✓ A revised disability insurance program that increased the benefit level, both in terms of income protection as well as to provide the benefit equitably to all employees:
  - short term for those who had long term only before, and
  - long term for those who only had short term before, with no increase in cost to the city.
- ✓ Renegotiated dental insurance program that lowered the proposed increased cost and increased the provided benefit level; the city share of this benefit is fixed, so this improvement represented no expense change.

### **PAYROLL AND COMPENSATION**

**Outcome:** Employee confidence in the process and understanding of and satisfaction with the pay program.

**Key Measure:** Employee survey result (deploy for FY13).

**Key FY12 Accomplishment:**

- ✓ With the hiring of a payroll and benefit specialist, significant improvements are occurring throughout the payroll process, including with system set-up, individual employee accounts, and reporting. The increased use of technology and utilizing a

more fully deployed payroll software has been critical to improve efficiency and accuracy of the payroll process.

- ✓ Multiple pay studies were completed including:
  - an extensive study of firefighter wages with comparable communities for contract negotiations and
  - a study of cost of living adjustments regionally for all contract negotiations.

## EMPLOYEE RELATIONS

**Outcome:** Engaged employees with minimal disputes with management.

**Key Measure:** Percent of grievances resolved before external intervention

- 0 grievances for FY12.

**Key FY12 Accomplishments:**

- ✓ Revised employee survey process that increased the response rate to 75% from prior year rate of 48%.
- ✓ 28 one-hour meetings held with City Administrator and two employees at a time.
- ✓ Contract negotiations underway timely (six of seven contracts signed as of end December 2012).
- ✓ Positive feedback from employees on HR performance.

## TRAINING

**Outcome:** To improve the capacity and quality of the workforce to deliver city services.

**Key Measure:** Citizen Satisfaction Survey

**Key FY12 Accomplishment:** Citizen Survey results indicate a positive trend.

### 2012 CITIZENS SURVEY RESPONSE to “Overall Quality of Service Received From City Employees”

	2004	2005	2007	2009	2012
Overall quality of service received from City employees	3.97	3.98	4.06	4.05	4.08

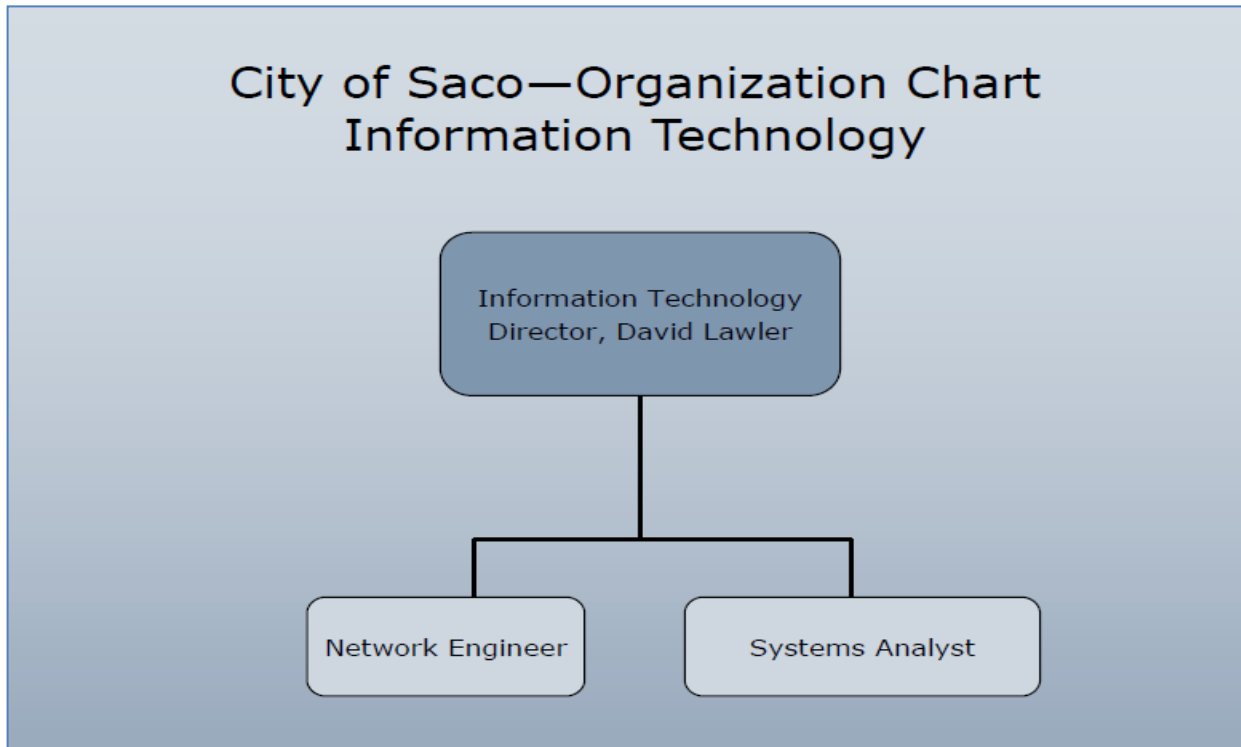
## EMERGING ISSUES

- ✓ Changing landscape of healthcare, especially the impact of the Affordable Care Act, and of benefits overall, including costs, levels of provision, legal issues and varying needs across employees;
- ✓ the impact of rising tax rate on staffing levels and service provision with potential staff cuts;
- ✓ succession planning; and
- ✓ the costs and benefits of employees working until later years of life.



# INFORMATION TECHNOLOGY

**Mission Statement-** *“The City of Saco Information Technology Department, providing excellence through technology paired with exceptional customer service.”*



**STAFF:** 3 FULL TIME EMPLOYEES

**SCOPE OF OPERATIONS:** The Department of Information Technology (IT) supports all twelve city departments spread over 7 geographical locations around Saco, along with the web-based applications used by the citizens and visitors of Saco. Along with the web-based applications, we administer and maintain all of the software platforms used in-house along with the computing assets that power them. As well, we facilitate the implementation of state and federal mandates, many of which are security based in nature.

## SOFTWARE ALLOCATION AND USAGE:

The city is currently utilizing 9 application suites along with several other smaller department specific software packages. The software packages and suites fit into four categories:

- ✓ Public Safety,
- ✓ Land Management,
- ✓ Financial Management and
- ✓ Resource Management.

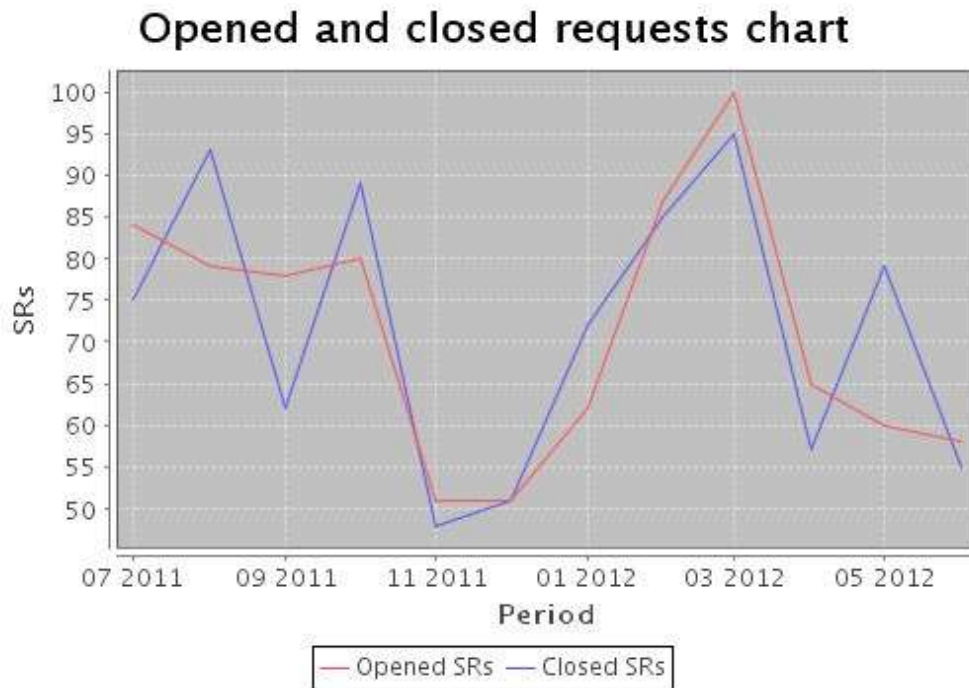
With public safety being a mission critical entity, they consume a large portion of the environment. With the use of Computer-Aided Dispatch software, AVL, Records Management and other public safety software, our Emergency Services can continue to provide top quality customer service. Other departments rely on GIS and GIS centric applications to compile their data needs. Many of these systems are running on a SQL 2005 farm providing greater reliability and durability. Currently the city employs 12 physical servers, 29 virtual servers, 175 desktops and laptops and several thin clients.

<b>SUPPORTED SOFTWARE</b>		
▶ Munis Financial	▶ IMC Computer Aided Dispatch ▶ ESRI GIS Mapping Software	▶ Vision Appraisal
▶ iWorq – Asset Management and Work Order System	▶ Department Specific Software Packages	
<b>SUPPORTED HARDWARE</b>		
▶ Server infrastructure: physical servers (10) virtualized servers (29)	▶ Miles of city owned fiber optic cable	▶ Work with vendors to cover other technology needs.
▶ Dell equalogix SAN – comprised of 2 SAN Devices	▶ All desktop computers and laptops	▶ Printers and copiers
▶ Shoretel IP based phone system	▶ Toshiba security system	▶ Keyscan card access system
<b>OTHER RESPONSIBILITIES</b>		
▶ Provide planning and implementation for department IT projects	▶ Install and service the security equipment around the city	▶ Install & service all data communications mediums including fiber and structured cabling
▶ Provide helpdesk software for end users and trouble ticket tracking	▶ Break/fix support to end users for all technology	▶

## DEPARTMENT ORGANIZATION AND WORKFLOW

The department utilizes a software-based helpdesk system to allow users (city staff as customers) to submit requests for service across numerous categories, including primarily projects, high and low level maintenance, and training. These service requests create helpdesk tickets, usually cyclical due to the busy season of many departments. The importance level of the helpdesk ticket indicated by the customer sets the priority and level of service performed. All helpdesk tickets are addressed according to process rules.

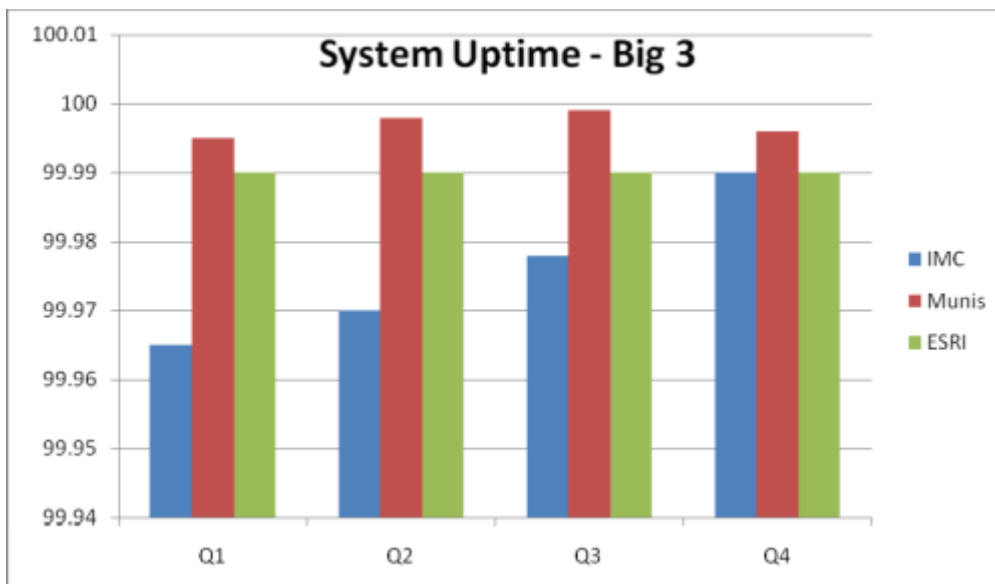
## HELPDESK SYSTEM ACTIVITY GRAPH



## SERVICE LEVELS AND DEPARTMENTAL COMPUTING NEEDS

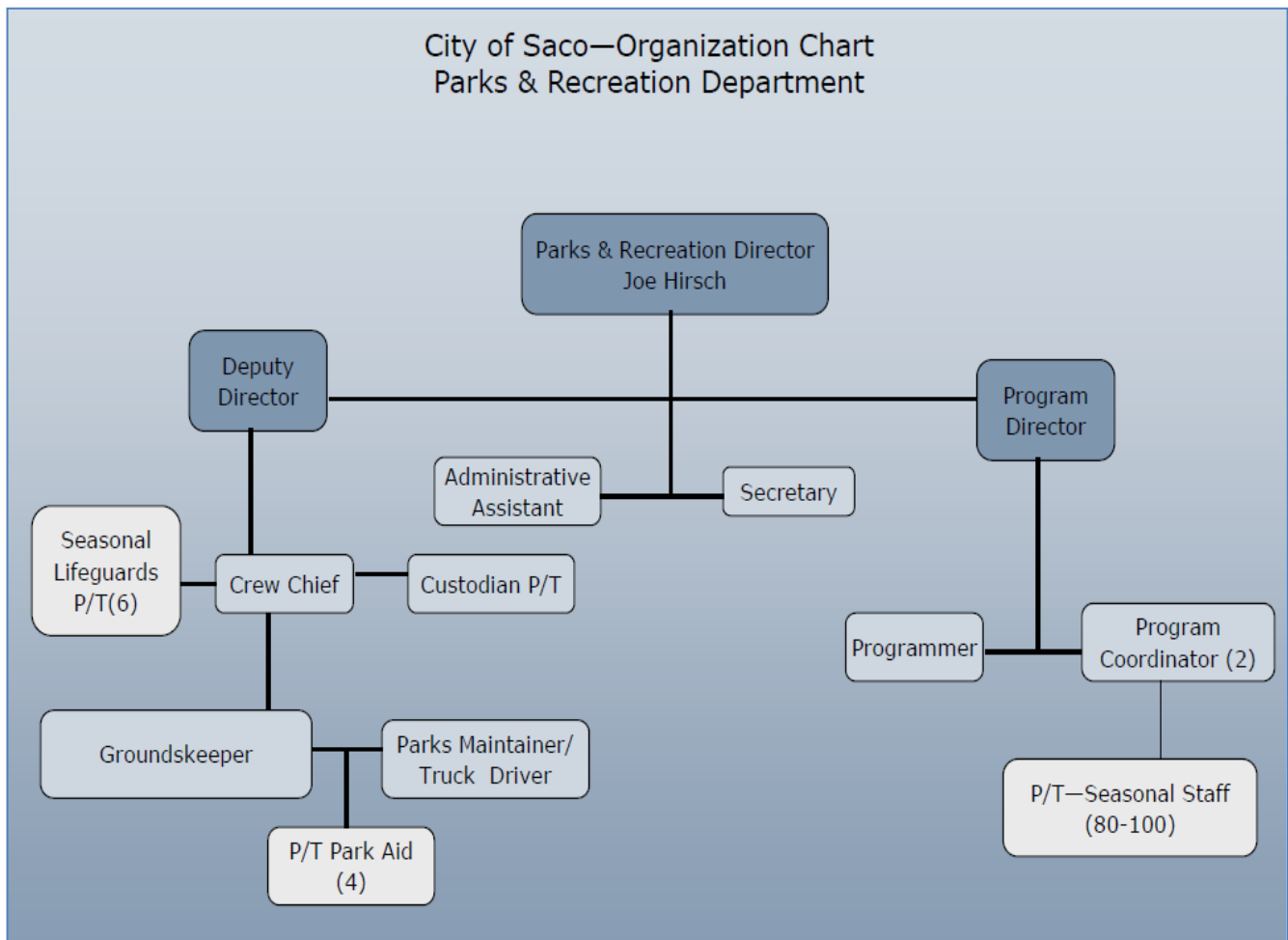
With several critical service applications running within the City, downtime is a major focus. Therefore, system redundancy and reliable data replication have become the keys to the department's strategy. To help insure the longevity of the data, many methods are used:

- ✓ Clustering of Servers;
- ✓ Multiple location data backs-ups;
- ✓ System State snapshots; and
- ✓ Notification services for IT staff for equipment failure.



# PARKS & RECREATION DEPARTMENT

**Mission Statement** - *“The Saco Parks and recreation Department is dedicated to creating and providing active and passive recreational opportunities in order to promote social, cultural, and physical well being and improve the quality of life for all present and future Saco residents and its visitors. We strive to provide safe, well-maintained parks, facilities, beaches, and a healthy urban forest in addition to professional high quality programs and services that respond to the changing needs within our community.”*



*From the Director:*

We at Saco Parks and Recreation, “SPR”, are pleased to present FY12’s annual report. SPR is comprised of five distinct divisions:

✓ <b>Division of Recreation</b>	As set forth in the City Code: we are responsible for the planning and implementing of recreation programs so that they are suitable to the needs and interests of the City of Saco.
✓ <b>Division of Parks</b>	As set forth in the City Code we shall be responsible for the maintenance of the City's park system and recreation facilities
✓ <b>Division of Buildings/ Facilities</b>	We maintain all buildings and facilities as part of the Parks and Recreation Department.
✓ <b>Division of Trees</b>	We are responsible for the care and maintenance of all trees located on the city’s 120 miles of roadside and in all parks and open space
✓ <b>Division of Lifeguards</b>	We staff the lifeguards on the beaches at Bayview and Kinney Shores

Over the course of FY12, we facilitated well over 50 separate programs and special events. These recreational opportunities ranged from youth sports programs such as our basketball programs with 373 participants to our “*Breakfast with Santa*” event that had an attendance of over 300 people. Additionally, we augmented existing programs and introduced new ones that align with national initiatives to help fight childhood obesity and promote families to spend more time outdoors enjoying passive recreational opportunities. To this end we introduced “*Kid-Fit*” programs aligned with first lady Michelle Obama’s fitness campaign “*Let’s Move*” and also integrated curriculum based on the National Wildlife Federation’s “*Be Out There*” initiative into our Pre-kindergarten and school age children programs.

Over the past few years, our program offerings have expanded tremendously in the area of recreational programming. In addition to the Community Center, we are fortunate to have the use of all the Regional School Unit 23/Saco school buildings during the off hours. To date, our programs have outgrown our available space. If we are to see this growth continue, we will require additional facilities. New areas to explore will require amenities such as gym space, exercise equipment and an indoor swimming pool.

We are proud to say that for ten consecutive years, our services are reaching more and more citizens of the city, and we have increased revenues generated while decreasing our burden on the taxpayers by 44.38%. In FY12, SPR accounted for 5.7% of the total city budget while our revenues accounted for 7.7% of the city’s total budget 2<sup>nd</sup> to taxes.

Sincerely,

*Joseph Hirsch*

Director, Saco Parks & Recreation

## STAFFING:

Over the years, staffing levels have changed to keep pace with the growth and changing needs of the community. As the seasons change, recreational opportunities and staffing levels change. We hit our peak in the summer months with a seasonal staff of 140 individuals to a low of 50 during the winter.



Of the 140 summer staff we hire, 95% are typically Saco residents, making us one of the largest employers of young adults in southern Maine. The majority of these young adults are high school students and graduates from TA returning from college for the summer.

We take our community employment role very seriously as for many of our young staff we are their first experience in the job market. As a result, we have a comprehensive training program that starts on their first day and continues as they progress through all ranks of the programs. Our returning staff-rate each summer is over 75%, many staff start as Counselors in Training with us in their first years of high school and continuing up to and sometimes beyond college graduation.

## PARKS & FACILITIES

Saco has long been a community that embraces open space since the development of Pepperell Park in 1752. This tradition holds strong today with new facilities ranging from athletic fields to developing trails each year. Significant accomplishments for 2012 include the opening of Saco's portion of the Eastern Trail to the building of the 'Eleanor Clare Paye Memorial Playground' at Young School.

A \$15,000 grant award with donations from the local business and civic community funded the new playground. The community support for this project was truly amazing with over 100 volunteers rallying together to complete the project on a crisp autumn Saturday. Our community has the distinct privilege of being the only community in Maine recognized as a *Playful City USA* by the national non-profit *KaBOOM!* for three years

running. As one of only 172 communities recognized nationwide, we are eligible for exclusive grant opportunities such as the one that helped fund this playground.

For the second year now, the Arbor Day Foundation has recognized our city as a “Tree City USA” community. Among the many benefits of this award, it helps present the kind of image that citizens like to have for the place they live or conduct business, and the distinction brings financial support for tree projects that contribute to safer and healthier urban forests.

To that end, park staff was busy this spring planting 28 elm trees along the Route One corridor. The return of the elm tree to Main Street began in 2006 as part of the *Downtown Revitalization Project* with additional trees planted in 2008. With a grant award from the Maine Downtown Center, in cooperation with Project Canopy, Saco was given an opportunity this year to continue the process and extend elm plantings further along Route One. Using the most promising Dutch Elm Disease resistant cultivars of the elm tree including Valley Forge, New Harmony, and Princeton, the hope is to restore the grandeur of the stately elm to Saco for future generations.

The diversity and quality of our recreation programs drives the force behind our



continued growth. Offering essential services to 272 families with our after school program and over 475 families in our summer camps offers both residents and city employees a safe, dynamic and enriching atmosphere for their children. Each day brings engaging opportunities from outdoor activities such as hiking or snowshoeing to field trips that include a behind the scenes tour of Fenway Park.

Our preschool Sandbox programs continued to grow to include for the first time offer a program each weekday. For many families this is their first experience with us and is the start of a long-term relationship between their family and SPR. Our youth programming for children in grades Kinder – 8<sup>th</sup> is the core of our offerings and provides both instruction and

fun activities. Many of these programs are only possible with the assistance and dedication of over 200 volunteers each year.

### RECREATIONAL OPPORTUNITIES - MEMBERSHIP NUMBERS

Resident Members	Non Residents Members
4,264	1,552
<b>Total</b>	<b>5,816 members</b>
Resident Registrations	Non Resident Registrations
21,350 (or 23.07% of Saco's Population)	2,038
<b>Total Registrations</b>	<b>23,388 Registrations</b>

The participant relationship extends right into the adult and retirement years with programs like indoor walking at the Community Center and two new offerings for 2012; adult tennis lessons for our more active older residents and bus trips to Southern Maine Community College Culinary Arts for lunch. We are the only community in our area that offers a women's only softball league. During winter month's we run a women's volleyball league with over 80 residents/non- residents involved.

Overall FY12 was another very successful year for SPR. Program participation experienced growth, which also translates into increased revenues of over \$140,000 compared to the previous year. No single program is responsible for the growth but instead increases in all programs offered with new ones added such as the Haunted Breakfast that attracted over 200 participants and Saco Stars Competition Cheering that had 66 girls ranging from kindergarten to eighth grade.

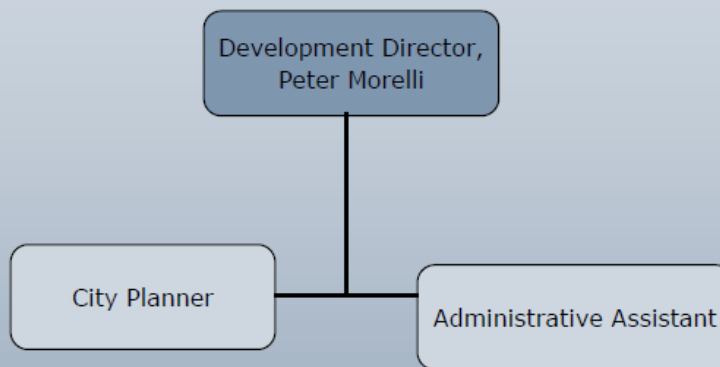
Moving forward we hope to add to the traditional recreational programs, we offer, with more large community events that will also draw in non-residents and tourists to Saco.

## PLANNING & DEVELOPMENT DEPARTMENT

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***Mission Statement:** “Assuring high quality and more sustainable development in Saco.”*

### City of Saco—Organization Chart Planning and Development Department



**STAFFING:** The Planning and Development Department consists of three full time persons, the Development Director, the City Planner, and an Administrative Assistant, and shares space and works closely with the code enforcement department. There have been no recent staff changes.

### SCOPE OF OPERATIONS

The Planning and Development Department has responsibilities in the areas:

- Development Review,
- General Planning,
- Economic Development, and
- Historic Preservation.

### DEVELOPMENT REVIEW –

State law, city ordinance, and subdivision regulation require the review of most land development in Saco. While some of this review is delegated in law to the code enforcement

officer, the Planning Department and the Planning Board review most substantial projects. These permits include site plan review, conditional uses, subdivision, and others.

### **GENERAL PLANNING -**

The City Council, city ordinance, state law, and good practice require that Comprehensive Plans and other land use and economic development plans be developed and adopted from time to time. The Planning Department leads these efforts, along with targeted open space, housing, and trail efforts. The department is also responsible for developing implementing ordinances for Council consideration, and occasionally capital improvements identified in the plans, such as business parks and the Amtrak Station. Housing development has played a greater role in recent years.

### **ECONOMIC DEVELOPMENT -**

The City of Saco seeks to increase employment diversity, enhance its tax base and increase economic opportunity in Saco and the region. The Planning Department develops and markets business parks, promotes the downtown in conjunction with Saco Spirit, works with property owners and developers to promote projects meeting the city's economic development goals, works closely with the City of Biddeford, the Chamber of Commerce and the BSAEDC, the downtown organizations on marketing, and closely with the BSAEDC on commercial lending.

### **HISTORIC PRESERVATION -**

The department reviews exterior renovations on 225 properties in the downtown historic preservation district, maintains the city's Certified Local Government status, administers grants, and promotes heritage tourism.

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### **KEY PROJECTS 2012**



Completion and opening of a 3.5 mile section of the Eastern Trail from Thornton Academy to Cascade Road, including the John R. Andrews Bridge over Rte. One.

Comprehensive Plan Implementation in the form of dozens of zoning ordinance amendments prepared by the staff and adopted by the Planning Board and City Council. These included the creation of mixed-use districts, revised the design review standards,

improved treatment of elder housing, and many others.

Obtained grant of \$200,000 from Environmental Protection Agency to remediate a polluted former oil distribution and tannery site at 32 Market Street. Work to begin spring 2013. A portion of the site will be added to a city park and a portion developed for housing.

With Council approval on May 21, 2012, Saco became the first community in Maine to approve changes to its floodplain management ordinance that would require a new or damaged building to be elevated not one but three feet above the 100 year base floodplain elevation.

**Completion of a wayfinding system for the two cities.** This plan is funded through PACTS, the regional transportation-planning agency. The signage plan focuses on:

- City gateway signs;
- Vehicular directional signs;
- Bicyclist directional signs;
- Pedestrian directional signs.

**Closeout of Riverfront Community Development Bond grant.**

Department oversaw the expenditure of \$675,000 in state funds which allowed public sidewalk improvements to Saco Island, to the RiverWalk Trail, a new roof for the Jubilee Island bridge, and will include signs for the RiverWalk Trail to be installed in Spring 2013.

**Obtained state grant of \$300,000+ for pedestrian bridge connecting the Biddeford and Saco mill districts.**

Spring 2013 construction planned.

Obtained grant for \$5000 for conversion of downtown businesses to economical LED lighting.

Nearly complete at year's end was a two-city branding and marketing development program, undertaken with Biddeford, the Chamber of Commerce, the two downtown organizations and the Biddeford Saco Area Economic Development Corporation.



No Matter How You Say It.

**Completion of the "Downtown West Historic Preservation Report," by Portland-based consultant ttl Architects.** The report focused on the neighborhood bounded by the Saco River, Elm Street, Cutts Street and the rear property lines of properties on the west side of Main Street, identifying a number of buildings dating to the mid-19<sup>th</sup> century.

**Completed an update to the Economic Development Strategy, approved by the Council in January.**

In the area of affordable housing after years of cooperative efforts, two projects were completed. AVESTA Housing completed 30 units of elder housing at Park North, north of the Cascade Road. AVESTA, Volunteers of America completed a 31 unit 2-story elder complex adjacent to its Paul Hazelton Center on Main Street (behind Rite Aid). VOA is a national non-profit, which has been active in Maine for many years. The Biddeford Housing Authority, as authorized by the City Council, has begun to do all housing voucher administration in Saco for the Saco Housing Authority.

**PLANNING DEPARTMENT GOAL:** To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable timeframe.

*The Department focuses on timely responses and ensuring compliance in order to meet the demands for growth within the City.*

**UPON RECEIPT OF A CONDITIONAL USE APPLICATION, PLANNING BOARD REVIEW WILL BE SCHEDULED WITHIN 30 DAYS FOR AT LEAST 95% OF ALL SUCH APPLICATIONS.**

	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled & approved within 30 days - Target of 95%
2005	13	4	100%	9	100%
2006	10	5	100%	5	100%
2007	9	7	100%	2	100%
2008	8	5	100%	3	100%
2009	7	4	100%	3	100%
2010	4	4	100%	0	N/A
2011	5	2	100%	3	100%
2012	5	5	100%	5	100%

**UPON RECEIPT OF A SITE PLAN APPLICATION, PLANNING BOARD REVIEW WILL BE SCHEDULED  
WITHIN 45 DAYS FOR AT LEAST 95% OF ALL SUCH APPLICATIONS.**

Year	Site Plan Review Applications Received	# Requiring Planning Board Review	Review Schedule Within 45 Day Target of 95%	# Requiring Staff Review Only	Review Scheduled Within 45 Days of Target 95%
2005	12	8	100%	4	100%
2006	11	9	100%	2	100%
2007	11	6	100%	5	100%
2008	10	4	100%	6	100%
2009	12	9	100%	3	100%
2010	6	6	100%	0	N/A
2011	17	10	100%	7	100%
2012	16	13	100	3	100%

**SUBDIVISIONS**

Project	Received	Initial Review	# of Units/Lots	within 30 days
<b>2008</b>				
Dube-Lewis	3-6-08	4-1-08	20 units	yes
VOA, Lincoln	8-19-08	9-16-08	11 units	yes
Kaylee Condos	5-27-08	7-15-08	3 lots	no
<b>2009</b>				
Oakwood	4-7-09	5-5-09	3 lots	yes
Country Village	11-17-09	12-1-09	82 lots	yes
Ledgetop Farms	1-8-09	1-20-09		yes
Timber Oaks	1-13-09	2-3-09	7 lots	yes
Horton Meadows	9-24-09	10-20-09	31 lots	yes
<b>2010</b>				
Goodale Ave	10-28-10	12-1-10	2 lot	no
Juniper Knoll	3-22-10	4-6-10	13 lots	yes
The Trails	8-2-10	9-7-10	13 lots	yes
Estates at Bayview	4-13-10	5-8-10	14 lots	yes
<b>2011</b>				
Beaulier, East St.	1-21-11	3-1-11	20 lots	
Country Club Way	1-10-11	1-19-11	5 lots	yes
Carson's Point	8-20-11	9-27-11	2 lots	yes
Nutting	3-11-11	10-17-11	5 lots	no
<b>2012</b>				
Bldg. 108,				
Saco Island	7-26-12	8-14-12	36 units	yes
Kerry Village	10-10-12	10-30-12	10 units	yes

## OUTLOOK

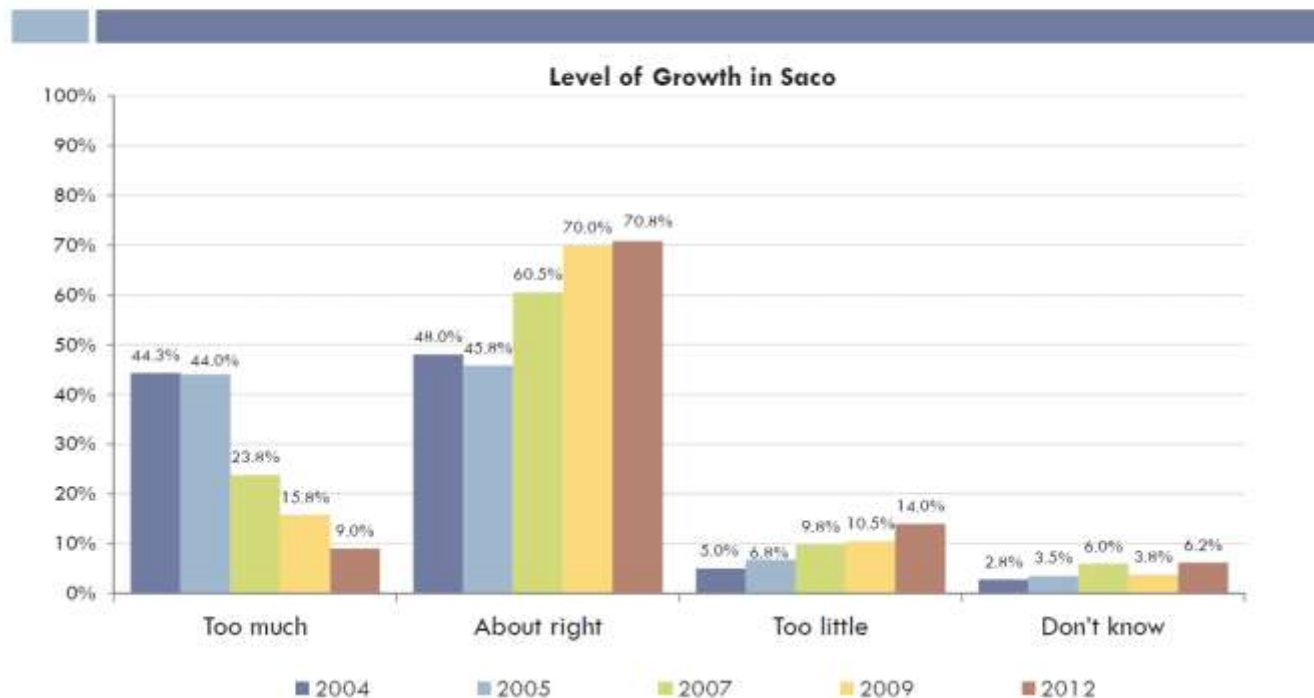
The depressed southern Maine housing market was showing strong improvement late in the year. Residential subdivisions are again being considered and proposed. The commercial and especially industrial sectors continue to be weak, although the business parks are nearly fully occupied after some lean years. This is usually a prelude to greater activities in the business parks.

### 2012 CITIZENS SURVEY RESPONSE to *“Do you think the level of growth in Saco is: ”*

	2004	2005	2007	2009	2012
Do you think the level of growth in Saco is “about right”	48.0%	45.8%	60.5%	70.0%	70.8%

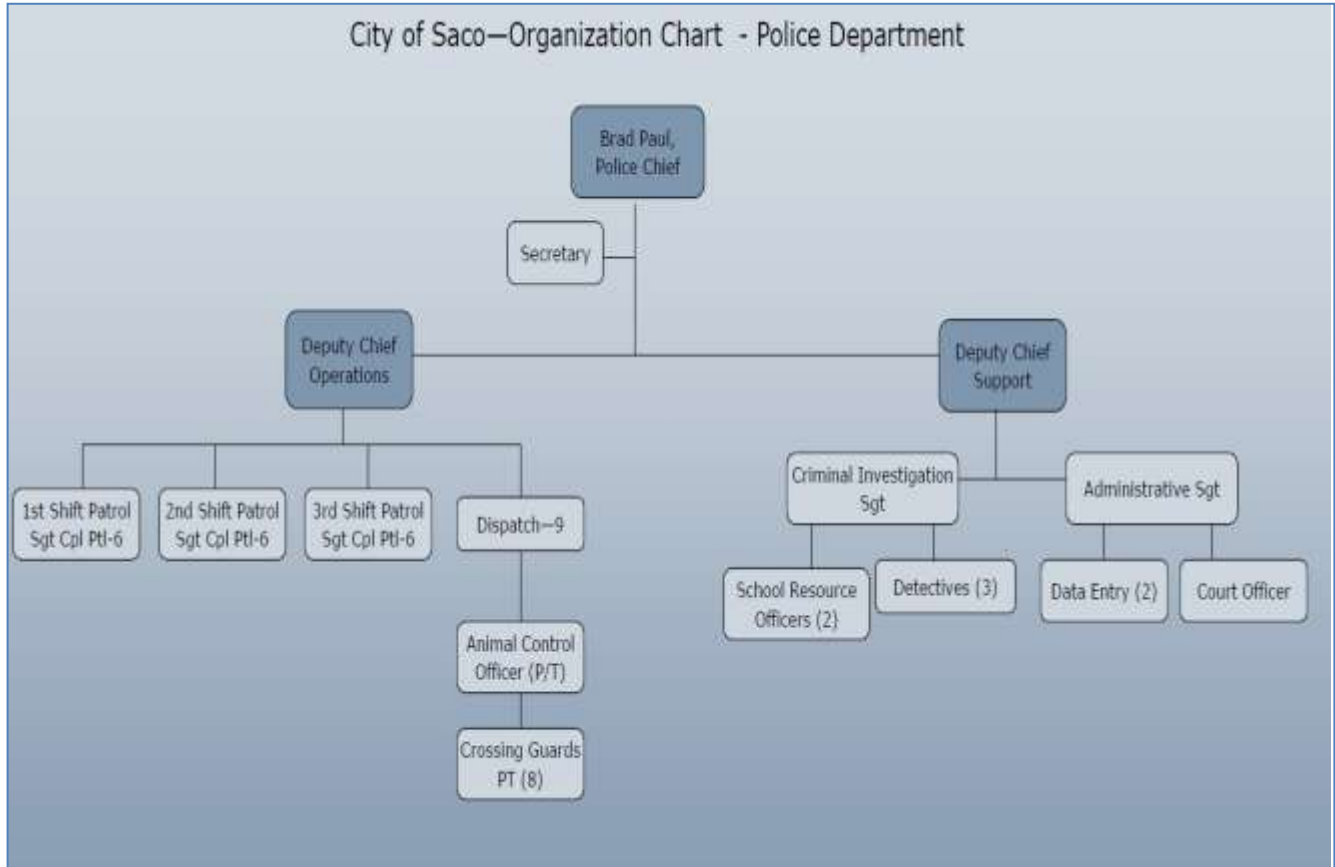
## Level of Growth in Saco

[Do you think that the level of growth in Saco is...] – Options rotated



# POLICE DEPARTMENT

**Mission Statement:** *"With dedication, pride and commitment, we serve in partnership with our citizens to provide a safer, healthier and peaceful environment."*



## From the Chief:

Thank you for taking the time to review the information contained in this year's annual report. What you think is important to us, because we are an extension of the community we serve. We are committed to the ideals of fairness to all, respect for others, and compassion in the exercise of our duties. We strive to be the best at what we do and are always interested in hearing your thoughts, ideas and concerns about our performance.



Chief Bradley S. Paul

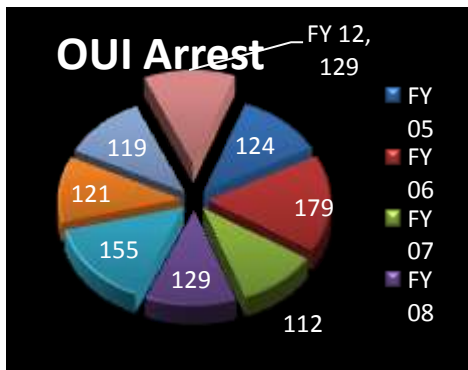
## OPERATIONS BUREAU

The Deputy Chief (DC) of Operations is second in command and acts in the capacity of Chief in the Chief's absence. He is responsible for the day-to-day operations of the police department. These duties involve the oversight of all patrol supervisors, patrol officers, communications dispatchers, the animal control officer and the crossing guards.

The DC of operations is also responsible for obtaining and managing grants that would further the department's ability to purchase equipment and defray the cost to the city. Recent grants have allowed the Police Department to purchase five (5) mobile police radios, eleven (11) portable radios, five (5) radar units and six (6) Taser units. These grants provided funds in excess of \$25,000.00.



Deputy Chief Raynald Demers



The Saco Police Department participates in **Selective Traffic Enforcement Program (STEP)** utilizing Bureau of Highway Safety Grants that provides funds for additional traffic enforcement in the areas of Impaired Drivers, Seatbelt Enforcement and Speed Enforcement. The grants provide thousands of dollars for these extra details. One current grant is the 2013 **“Drive Sober, Maine!”** Impaired Driving Grant. This grant is for \$6,240.00. These details are filled using off duty officers hired to perform these specific duties.

The **Selective Underage Drinking Strategy (SUDS) Team** is made up of officers who have received training in the field of Liquor Enforcement. This involves surveillance of stores and other establishments that sell liquor and inspection of licensed establishments to ensure compliance of Liquor Laws. These officers can also be deployed to handle underage drinking parties and investigations. A Department of Health and Human Services Grant funds these details. Our current grant is for \$7360.00 and runs through 2013.

Non-enforcement contacts between citizens and uniformed officers, **Positive Community Contacts**, contribute to improved police department community relations. Such contacts also provide officers with more direct exposure to the issues they must deal with. According to the latest, Citizen Survey “Eighty-six percent (85.8%) of those surveyed rated the overall feeling of safety in the city as either “good” (38.9%) or “excellent” (46.9%).”

The Patrol Division provides police services to the 18,500 citizens of Saco. The traditional duties of patrolling streets and apprehending violators of laws and ordinances of the City only begin to touch on an officer's responsibilities.

Positive Community Contacts	
Reporting Period	Total Contacts
FY 05	725
FY 06	816
FY 07	822
FY 08	1725
FY 09	2246
FY 10	1833
FY 11	2171
FY 12	2076



**Harbor Patrol** runs from May to September and is a collaborative effort between Saco and Biddeford Police Departments.

**Crash Reconstruction Specialists** provide advanced crash scene investigation and processing. Our highly trained officers provide critical information and evidence to the process of investigating crashes involving serious injury or death.

The **K-9 Unit** is trained in tracking criminals, searching for lost people, searching buildings and drug search and detection. We have trained four (4) officers in the proper installation of **Child Safety Seats**, a service provided at no cost to citizens. The officers have received extensive training in the proper selection, installation and evaluation of safety seats for all makes of vehicles and seats.



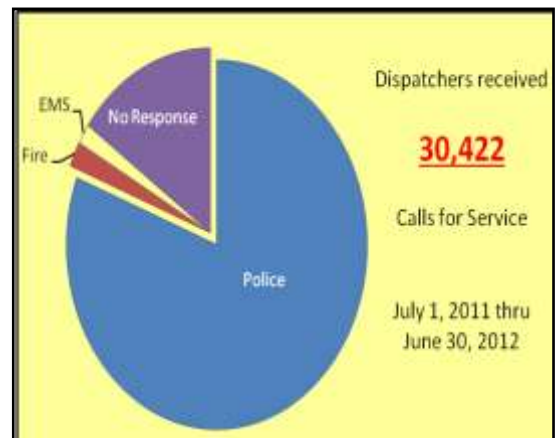
Select officers are to **Bike Patrol**. These officers have proven to be a valuable community-policing tool, as well as being able to cover areas a car may have difficulty traversing.

As well, we have an **Elder Abuse Officer** trained in areas concerning the financial, physical and emotional abuse of seniors. This officer provides support and references to the elderly in our community.

The **Communication Center** consists of (9) nine dispatchers supplemented by (2) two Data Entry personnel. Calls to dispatch can range from someone asking for directions to calls for life-threatening emergencies.

Each dispatcher is trained in the use of the IMC information management system, Emergency Medical Dispatch, state METRO (teletype) guidelines, as well as Police and Fire protocols. The Fire Dispatch and EMD protocols require constant use and familiarity to maintain proficiency.

Dispatchers are quite literally responsible for making decisions that affect responses to life and death situations. In the past year the Communication Center initiated 30,422 calls for service and 2,252 E911 calls.



## SUPPORT SERVICES

The Deputy Chief of Police of the Support Services bureau is third in command and acts in the capacity of the Deputy Chief of Operations in his/her absence, and as Chief when both of them are absent. Other duties include oversight of all criminal investigations, school resource officers, administrative and support service units.

Serving as the department's Public Information Officer, the Deputy Chief of Support Services manages and directs all internal affairs investigations assigned by the Chief. He works cooperatively with outside agencies including the District Attorney's Office, Office of the Attorney General, Maine State Police, Maine Drug Enforcement Agency, the New England State Police Intelligence Network and other Federal and State law enforcement agencies.



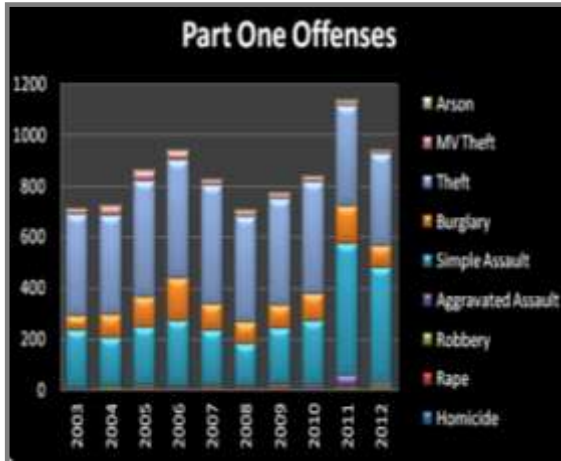
*Deputy Chief Jeffrey Holland*



Our **Saco Computer Crimes Unit** assists the Maine State Computer Crime Lab, the Maine State Police and other law enforcement agencies to investigate computer related crimes such as pornography and identity theft. Two of our detectives are only a handful working in the State of Maine who received specialized instruction in courses related to computer crimes. As part of the training provided by the federal government - the government provided a state of the art computer capable of running several programs simultaneously as well as forensic equipment to review computers and cellular devices as part of investigations.

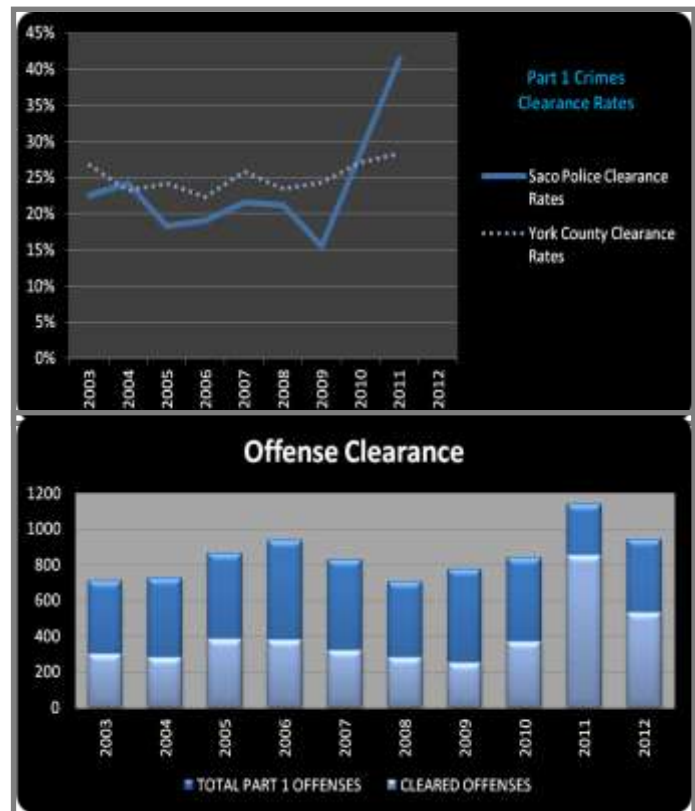
In 2012, the department started a Saco Police **Facebook** page, which is a big hit with the community, members of the police department and other police agencies. Members of the Criminal Investigation Unit keep the page current, posting monthly activity reports, community awareness messages and topics of interest happening around the area; and, by all means, please 'like us' on Facebook!





Agencies also provide information about law enforcement officers killed or assaulted, and on hate crime. For the most part, agencies submit crime reports monthly to a centralized crime records facility within their state. The state UCR Program then forwards the data, using uniform offense definitions, to the FBI's national UCR Program. Agencies in states that do not have a state program submit their statistics directly to the national program. The FBI provides report forms; tally sheets tally books, and self-addressed envelopes to the direct contributors (*local agencies that do not have the benefit of a state program*). The FBI compiles, publishes and distributes the data to participating agencies, state UCR Programs and others interested in the Nation's crime data.

**Uniform Crime Reporting (UCR)** is a collective effort on the part of city, county, state, tribal, and federal law enforcement agencies to present a nationwide view of crime. Agencies throughout the country participating in the UCR Program provide summarized reports on nine Part 1 offenses known to law enforcement and reports on persons arrested. In this format, simple assaults are also included.



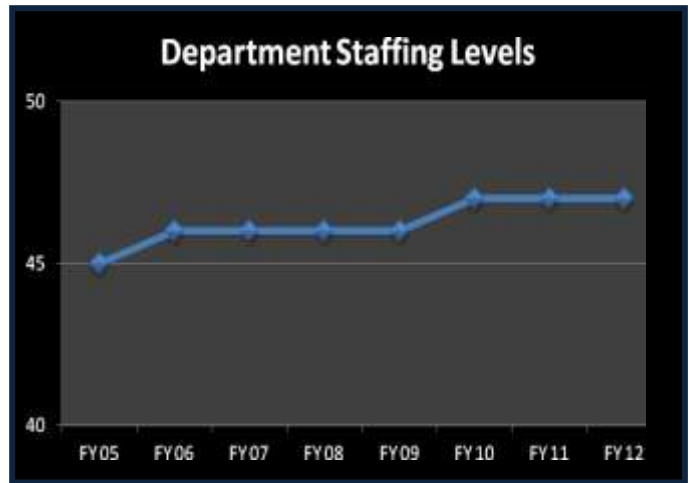
## STAFF CHANGES:

After serving Saco for more than 39 years, Administrative **Sgt. Ronald Rochefort** (*photo to the right*) retired in early April. Ron facilitated the training function for the department, managing somehow to make sure that all 34 sworn officers and 11 dispatchers met the certifications necessary for compliance as well as scheduling any additional training they needed.



As well, Ron managed the department with respect to ordering equipment and uniforms. He cared deeply about the people he worked with and the community he served; he was a consummate professional. We will miss him and wish him a happy and well-deserved retirement.

**Sgt. Bruce Cote** assumed the responsibilities of the Administrative Sergeant's position. Bruce has been with us for nearly 23 years and is a natural fit. Bruce's attention to detail and thoroughness will serve the City well and will make his transition a smooth one.



**Dan Beaulieu** (17 years of service) was promoted to Sergeant and supervises the overnight shift, a dedicated group of officers and dispatchers committed to keeping Saco safe while most people are sleeping. Newly promoted Corporal Scott Ouellette, a 10-year veteran, assists him.

**Corporal Paul Reynolds** was promoted in September 2011 and has been assigned to the busy evening shift, where he works with Sergeant Scott Sicard. Paul has gained experience in the Criminal Investigative Division and the Harbor Patrol and has been with the City for 10 years.

## How are we doing?

### **2012 CITIZENS SURVEY RESPONSE** to *"How satisfied are you with Enforcement of Local Traffic Laws: "*

	2004	2005	2007	2009	2012
Overall Mean Response (1-5) (5=very satisfied)	3.75	3.75	3.88	3.96	4.07

### **2012 CITIZENS SURVEY RESPONSE** to *"How satisfied are you with the City's Overall Efforts to Prevent Crime:"*

	2004	2005	2007	2009	2012
Overall Mean Response (1-5) (5=very satisfied)	4.08	4.05	4.11	4.09	4.13

## EMERGING ISSUES

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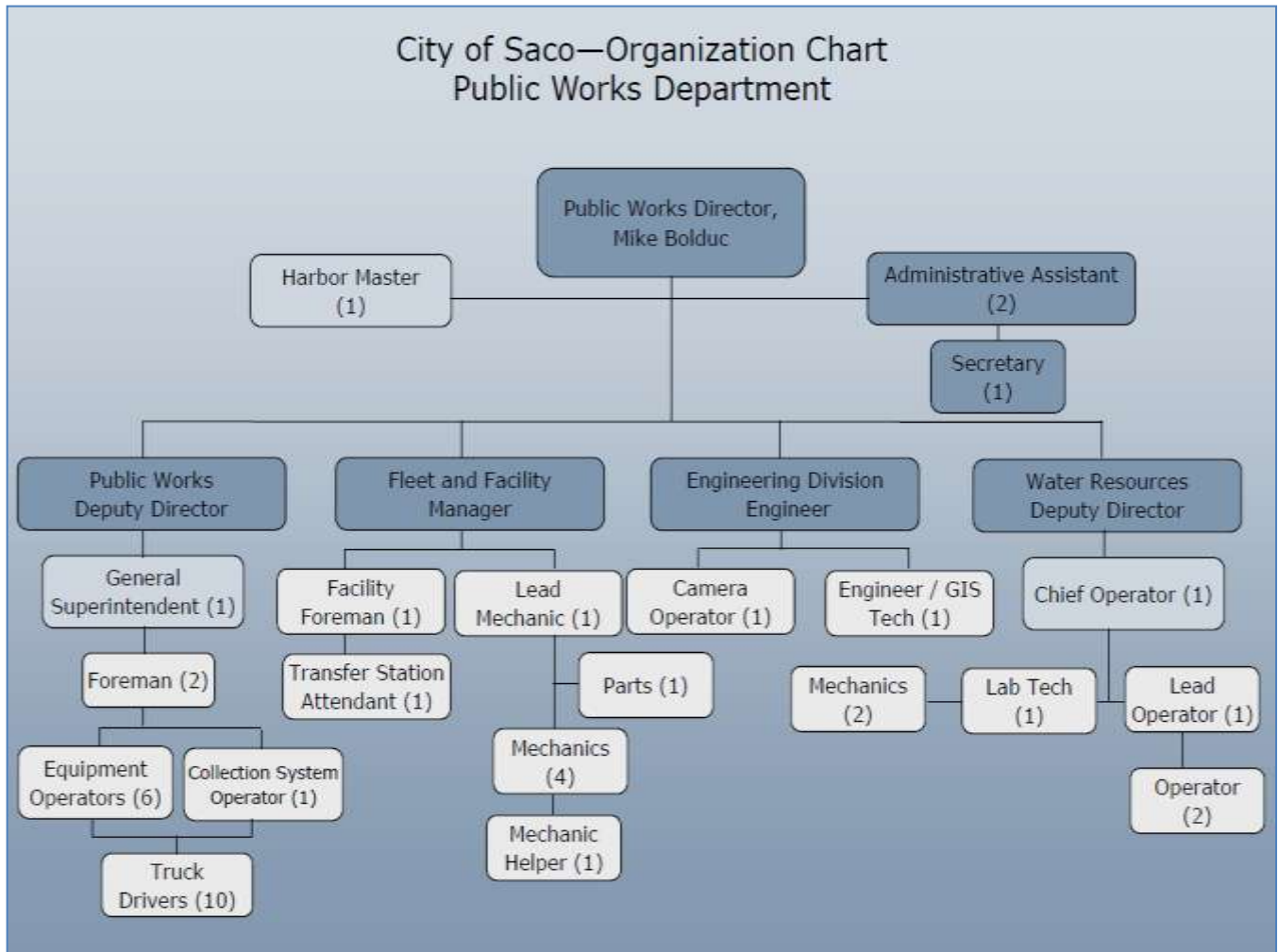
- We will continue to experience an upswing in identity theft and computer related crime that will require our focused continued training. Global technology use has created new avenues for criminals who target others for fraudulent purposes.
- Drug-related crime isn't solely a Saco issue, nor is it just Maine. Illicit drug use and the crime that stems from it continue to challenge police departments across the country. Lowering drug abuse is a direct correlation to lower crime rates, consequently, it remains an area to continue specialized focus with properly trained staff.
- New state mandates with regard to the review of emergency medical dispatch calls and the potential for all police calls to be evaluated in a similar review process could warrant additional resources from the department.
- We currently evaluate and score a sample of 100 medical calls a month - a labor-intensive process. If the state pursues the same strategy for police calls, it will be a significant burden for the department to manage.
- Consolidating services with area municipalities often results in savings. We will continue to investigate opportunities with other communities when it is appropriate to do so in pursuit of lowering costs for everybody.

***FY2012 was a good year for the Saco Police department.***

***We are honored to serve you and proud to represent the Saco Police Department.***

# PUBLIC WORKS DEPARTMENT

**Mission Statement:** “We will serve our citizens by providing and maintaining a safe, clean and functional community.”



## *From the Director:*

I want to thank you for the support I have received during my first month as Public Works Director. I am grateful for the opportunity to serve you and am dedicated to earning your trust.

In 2005, when I left a project management career with a major Boston civil engineering contractor to work for Saco -- *the City my wife and I adopted as our home three years earlier* -- I was excited for the opportunity to focus my efforts directly on the community in which my children will grow up. Now, seven years later, I am proud of all that Saco's Public Works

Department has achieved and am pleased as well to say, I've enjoyed the opportunity to interact with many outstanding groups of people – most notably you, the citizens of Saco.

Whenever I discuss public services planning and delivery with my counterparts in the field, I notice their look of respect when I say, “**I work for the City of Saco.**” However, their look or respect does not equal the pride I feel when I say, “**I live in Saco.**” Over the past ten years, I have learned what that second statement means to so many of you. My goal and responsibility is to assure you that the statement, “**I live in Saco,**” means:

- ✓ *My roads are safe and clean so I can get where I am going safely and on time.*
- ✓ *The sewer and drainage in my neighborhood work every day.*
- ✓ *Public Works responds quickly when I see a problem.*
- ✓ *I get the answers and support I needed for my new development.*
- ✓ *All of my trash and recycling needs are met as promised, without having to leave Saco.*
- ✓ *The sidewalks are in good condition so my child can safely walk to school.*

Our Public Works team in Saco has grown stronger and adapted to the needs of the community over the past ten years.

We have:

- ▶ altered our maintenance strategies for our aging and growing infrastructure;
- ▶ implemented innovative and greener programs for Saco; and,
- ▶ provided new and essential services with existing staff levels.

To do this, we have expanded staff areas of expertise, implemented new technology, and embraced an evolving organizational structure. **In a nutshell:** we have helped make Saco a better community.

Over the next decade, our department and our City will face many new challenges. We are committed to being conscientious with your tax dollars, exploring alternative funding sources, and collaborating regionally so our department's services continue to meet your high expectations as the community grows.

I offer you the assurance, on behalf of a committed staff, that we do not take our fiduciary responsibility lightly, nor do we ignore the tough decisions regarding the maintenance of our City. We will always look for the most cost effective measures for today, without ignoring the needs of tomorrow.

Sincerely,



Patrick Fox, Director of Public Works

## PROGRAMS AND STAFFING

Provided below is a summary of the categories of public works functions that exist and how our staffs deliver these functions. There is no standard rule of thumb in the way public works departments should be organized or staffed because municipal public works departments are not all uniform in their responsibilities and functions. The American Public Works Association (APWA) has identified 145 different functions related to public works. They can be classified into seven broad categories:

1. **Streets and Transportation** - This includes design, construction and maintenance of streets, bridges, sidewalks, bike paths, traffic control, right of way maintenance, and paving.
2. **Sanitation** - The collection and disposal of solid waste including curbside trash and recycling collection, litter and bulk item disposal, and transfer station operations.
3. **Utilities** - The wastewater collection system and all storm water infrastructures are managed and maintained by Public Works.
4. **Buildings and Grounds** - This includes the design, construction, maintenance and management of the Public Works facility, transfer station, Camp Ellis Pier and Saco Transportation Center. The department supports all City owned grounds, including schools, through construction, engineering, and maintenance support activities.
5. **Municipal Engineering** - This includes civil and environmental engineering functions such as new facilities design, technical studies, construction inspection and surveying. Public Works performs the majority of these functions in-house, and provides all of the citywide GIS mapping and data management.
6. **Fleet Management** - This function involves the procurement and maintenance of city owned equipment and vehicles. Public Works performs maintenance duties on the full City fleet of vehicles as well as all busses and vehicles of RSU #23.
7. **Management and Administration** - This includes financial management and reporting, public relations, performance measurement, and strategic planning.

We offer more individual services than **many communities** do by performing all seven functions of all seven categories listed above, under a single department.

Currently, the city's public works department utilizes 36 positions to perform its responsibilities.

▶ Street/Transportation – 10	Gen Super, Foreman, Oper(3), Tr Driver(5)
▶ Sanitation- 2	Foreman, Transfer Station Attend
▶ Sewer/Drain – 7	Foreman, Oper(2), Collection Oper, Tr Driver(3)
▶ Facilities – 4	Facility Manager, Oper, Tr Driver(2)
▶ Engineering – 3	Engineer, GIS Tech, Camera Tech
▶ Fleet – 6	Lead Mech, Mech(4), Parts Clerk
▶ Administration – 4	Director, Dep Director, Admin Assist(2)

## MANDATES

Some of the services Public Works provides have developed through citizen requests or needs specific to Saco's geography and demographics, but there are also many state and federal mandates we must meet each year. We are responsible for all or part of the following mandates.

1. Must maintain public roads. Must keep town ways maintained so as to be safe and convenient for motor vehicle travel. 23 M.R.S.A. § 3651
2. *Sidewalks*. Sidewalks existing within the right-of-way of a town way must be maintained against defects. *Wells v. Augusta*, 135 Me 314(1938)
3. *Road obstructions*. Must remove loose obstructions, shrubbery and bushes (not planted for ornamentation or profit) that pose any road safety problem. 23 M.R.S.A. § 2702
4. *Snow and ice*. Must remove snow and ice in the town way within a reasonable period; this includes removal from state-aid highways. 23 M.R.S.A. § 1003
5. *Drains, ditches and culverts*. Municipalities may install, but discretion may become obligation if installation is necessary to maintain road in safe and convenient status. Once established, they must be maintained. 23 M.R.S.A. § 3251; 30-A M.R.S.A. §§ 3401-3409
6. *Driveways and culverts*. Municipalities must at owner's expense install culverts where private driveways connect to a town way. Once installed, municipality must maintain. 23 M.R.S.A. § 705
7. *Highway defects*. Must correct defects in the road where there has been twenty-four hour notice. 14 M.R.S.A. § 8104-A
8. *Public works*. A registered professional engineer is required for design of any public works project exceeding a cost of \$100,000.00. 32 M.R.S.A. § 1254
9. *Roads in compact areas*. Urban compact municipalities must maintain roads within the compact area. 23 M.R.S.A. § 754
10. *Street excavation*. Municipalities must serve notice upon owners of property abutting a street or highway, and upon others, directing water and conduit connections prior to paving and repairing. 23 M.R.S.A. §§ 3351-3360-A
11. *Solid waste disposal*. Municipalities must close designated "open landfills" as determined by DEP. Closed municipal landfills require biannual groundwater testing and monitoring. 42 U.S.C. Chapter 82; 38 M.R.S.A. §§ 1310-C-1310-H-1
12. *Recycling*. Must meet recycling goals as set by State. 38 M.R.S.A. §§ 2132-2133
13. *Sewers and drains*. Where a public drain has been constructed, and a person has paid to connect to it, the municipality must maintain the drain. 30-A M.R.S.A. § 3403

14. *Waste management.* Municipalities must provide solid waste disposal services for domestic and commercial solid waste generated within the municipality. 38 M.R.S.A. § 1305.
  15. *Transfer stations.* For those municipalities having transfer stations, they are required to comply with DEP regulations for the operation of transfer stations and solid waste storage. 38 M.R.S.A. § 1305; Rules of DEP Chapter 402
  16. *Wastewater treatment facilities.* Municipalities with wastewater treatment facilities constructed in whole or in part with State funding must accept wastewater from watercraft sewage pump-out facilities. 38 M.R.S.A. § 414-B
  17. *Protection and improvement of waters.* Municipalities must comply with federal law concerning pollutant and effluent controls necessary to manage water pollution. 33 U.S.C. Chapter 26; 38 M.R.S.A., Chapter 3
  18. *Discharge of Stormwater.* Designated municipalities must comply with State and Federal law regarding Small Municipal Separated Storm Sewer System (MS 4) General Permit administered by MeDEP, 38 M.R.S.A. § 413.
-

## AREAS OF FOCUS

### FY12

#### ***Street/Transportation***

- Pavement Treatment Criteria defined
- Winter Maintenance training program
- Sidewalk inventory and Assessment

#### ***Sanitation***

- New leaf/yard waste disposal contract
- Recycling Education Material

#### ***Sewer/Drain***

- Increased video inspection of sewer system
- Integrate data tracking with GIS
- Detention Pond Inspection Program

#### ***Facilities***

- Preventative Maintenance Programs

#### ***Engineering***

- Pedestrian Access Improvements
- Stormwater Impact Assessment
- Utility Inspection and GIS integration
- Traffic Control Guidelines
- Construction, Erosion, Sediment Control

#### ***Fleet***

- Barcoding
- Work Order Management

#### ***Administration***

- Public Works Facility Plan
- Safety Program Improvements
- Customer Satisfaction Surveys

### FY13

#### ***Street/Transportation***

- Field training on standardizing task process and safety procedures
- Implement crack sealing and pavement patching program

#### ***Sanitation***

- Develop solid waste, recycling and reuse plan
- Transfer Station Operator Training

#### ***Sewer/Drain***

- Quality control program for preventative maintenance tasks
- System wide condition analysis and predictive modeling
- Repair technology analysis

#### ***Facilities***

- Preventative maintenance manuals
- Contracted Services consolidation
- BOL Safety Inspection Compliance

#### ***Engineering***

- Goosefare Watershed Management
- Sidewalk improvement guidelines
- Foss Rd Project Permitting and Community Outreach

#### ***Fleet***

- Assess and Update manufacturer maintenance schedules fleet wide
- Work Order Management
- Scheduling and Repair efficiency measurement

#### ***Administration***

- Public Outreach Program
- Work order software implementation
- Asset Management

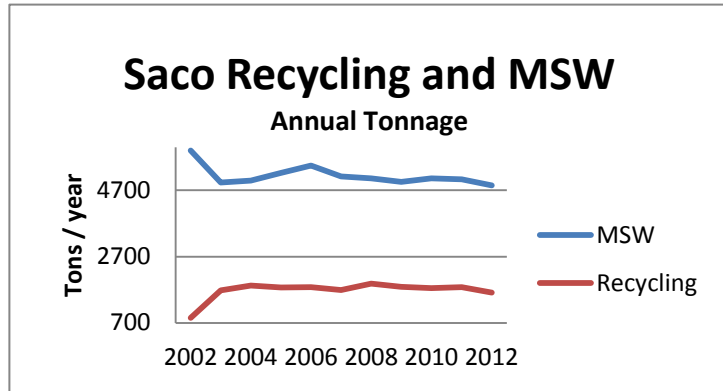
## SUSTAINABILITY

In recent years, we have been exploring what our *sustainable level of funding* is for our current service areas and infrastructure needs. Knowing these sustainable funding levels will help drive the decision-making on the annual funding of services and infrastructure. Two areas that consume considerable tax dollars annually are solid waste/ recycling disposal and road paving. Below is a summary of where these two programs stand today.

### *Municipal Solid Waste and Recycling*

For FY12 , Saco disposed **4,848 TONS OF MUNICIPAL SOLID WASTE (MSW)** and **1,610 TONS OF RECYCLABLES** at the Ecomaine facility in Westbrook.

Concerning the MSW, we reduced the annual tonnage from FY11 by 184 tons. That is a 4% reduction over the previous year.



The graph shows a historical picture of our MSW and Recycling production starting with the introduction of the cart system in 2003.

### *Conclusions and Recommendations*

Saco decreased its MSW annual production over the last ten years despite its projected population increase by 12% since 2000.

Our recommendation is to continue replacing the 65-gallon container with 35-gallon containers over the next 5 years as they wear out. Attention and focus on waste reduction over time will yield greater cost savings than just recycling alone.

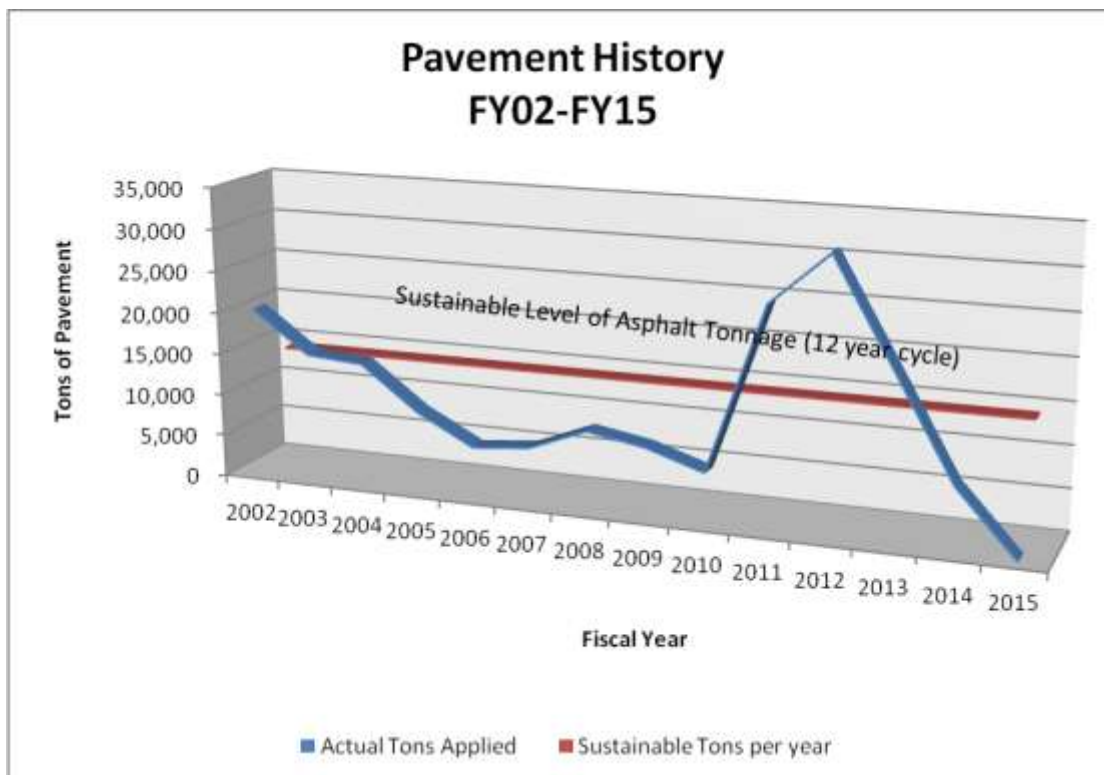
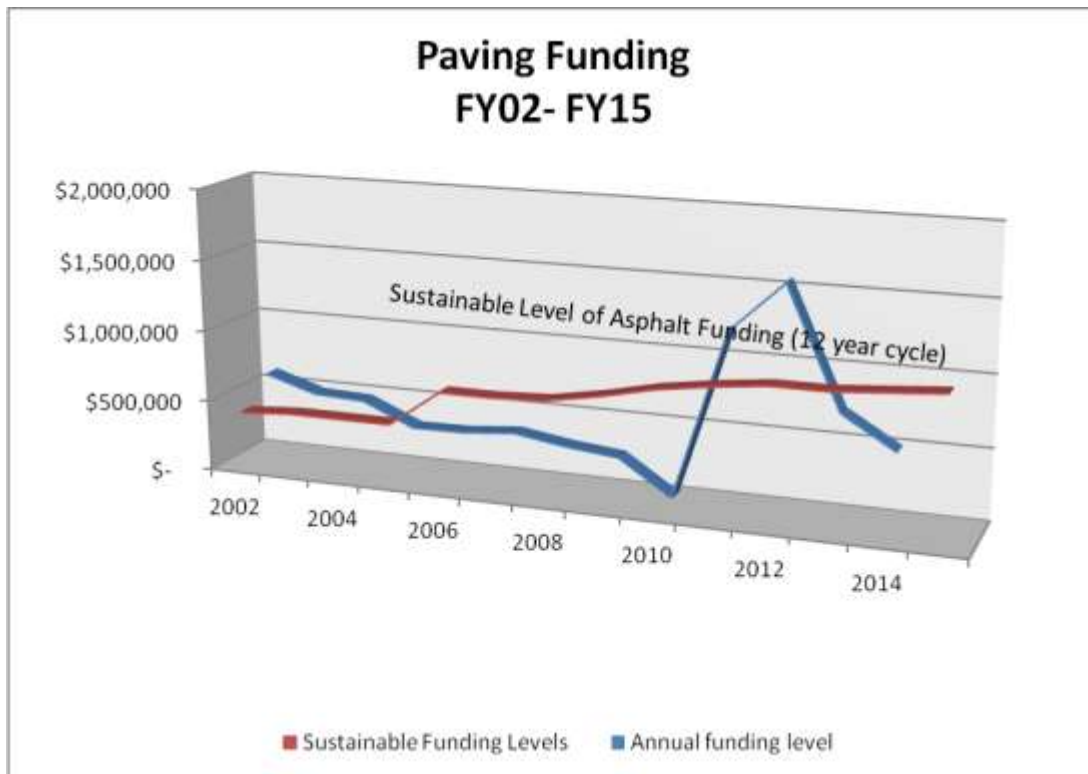
### *Road Pavement Management*

We currently have a road network that is in good condition. That's not to say that every road is in good condition, but the 120 mile road network is performing well overall.

Unfortunately, a road network needs constant maintenance and attention to stay at its current quality level. For Saco to maintain its roads requires 14,000 tons of new pavement each year to provide **"the right treatment, to the right road, at the right time"**.

With the cost of asphalt doubling over the past 8 years, one of the City's toughest fiscal decisions is to commit the nearly \$920,000 in today's funds that it takes to preserve our road

network each year. However, to defer this maintenance on a road even a few years can cost taxpayers up to 5 times as much in additional work needed.

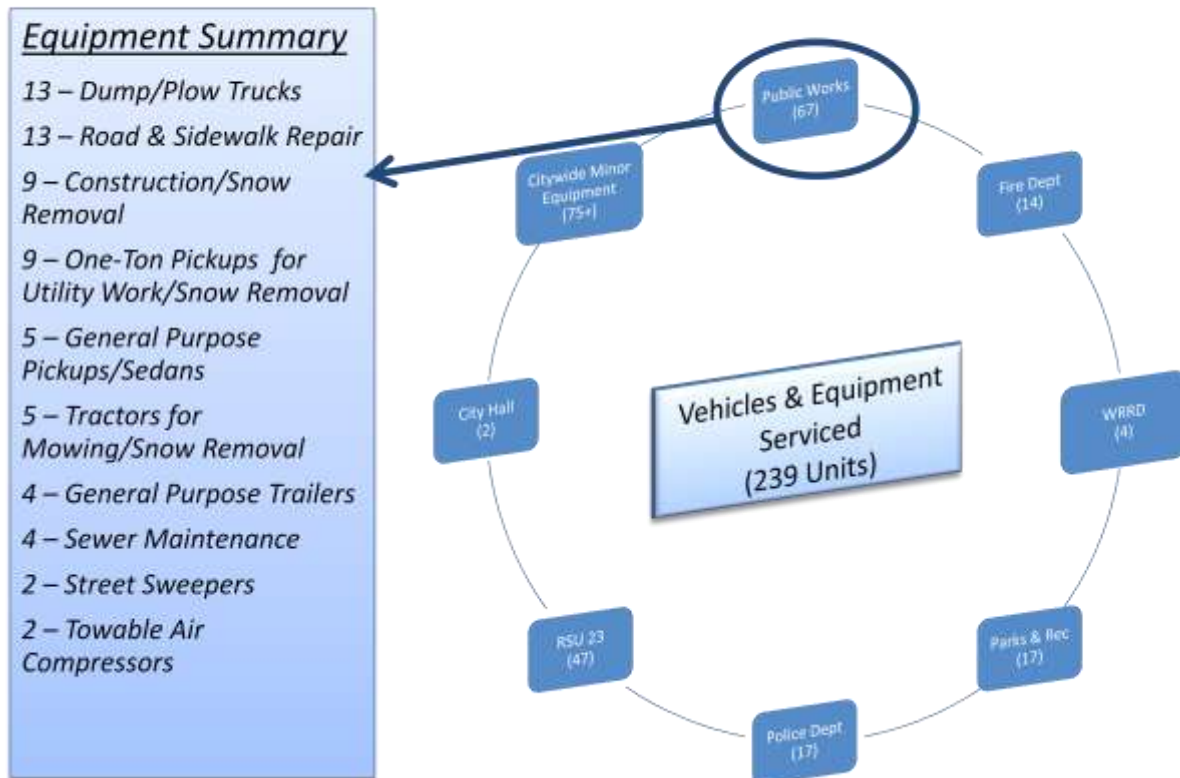


## Conclusions and recommendations

City, State, and Federal government need to find a way to lower the cost of maintaining roads by:

- ▶ Fostering more competition – very few contractors bid on road paving projects
- ▶ Developing more flexible regulatory specifications – current regulations can greatly increase the cost of a project and the City's portion of that expense
- ▶ Developing cost effective maintenance methods with an emphasis on drainage improvements and applying overlays at the most cost effective time.

## What Equipment...?



## Public Works maintains several buildings and areas throughout the city.

Location	Space	Unit of Measure
Public Works Complex (Parcel) -	1,076,278	SqFT
<i>Admin-Garage Bldg</i>	13,950	SqFT
<i>Recycle Bldg</i>	7,200	SqFT
<i>Salt Shed</i>	1,354	SqFT
Transfer Station (Parcel) -	915,780	SqFT
Transportation Center (Parcel) -	114,552	SqFT
<i>Station</i>	4,841	SqFT
<i>Parking Lots</i>	47,210	SqFT
Camp Ellis Pier Complex -		
<i>Parking Lots</i>	40,788	SqFT
<i>Pier &amp; Bldgs</i>	9,605	SqFT
Industrial Park Rail Line -	12,071	Feet

## Emerging issues for Public Works continue to be to do more with less.

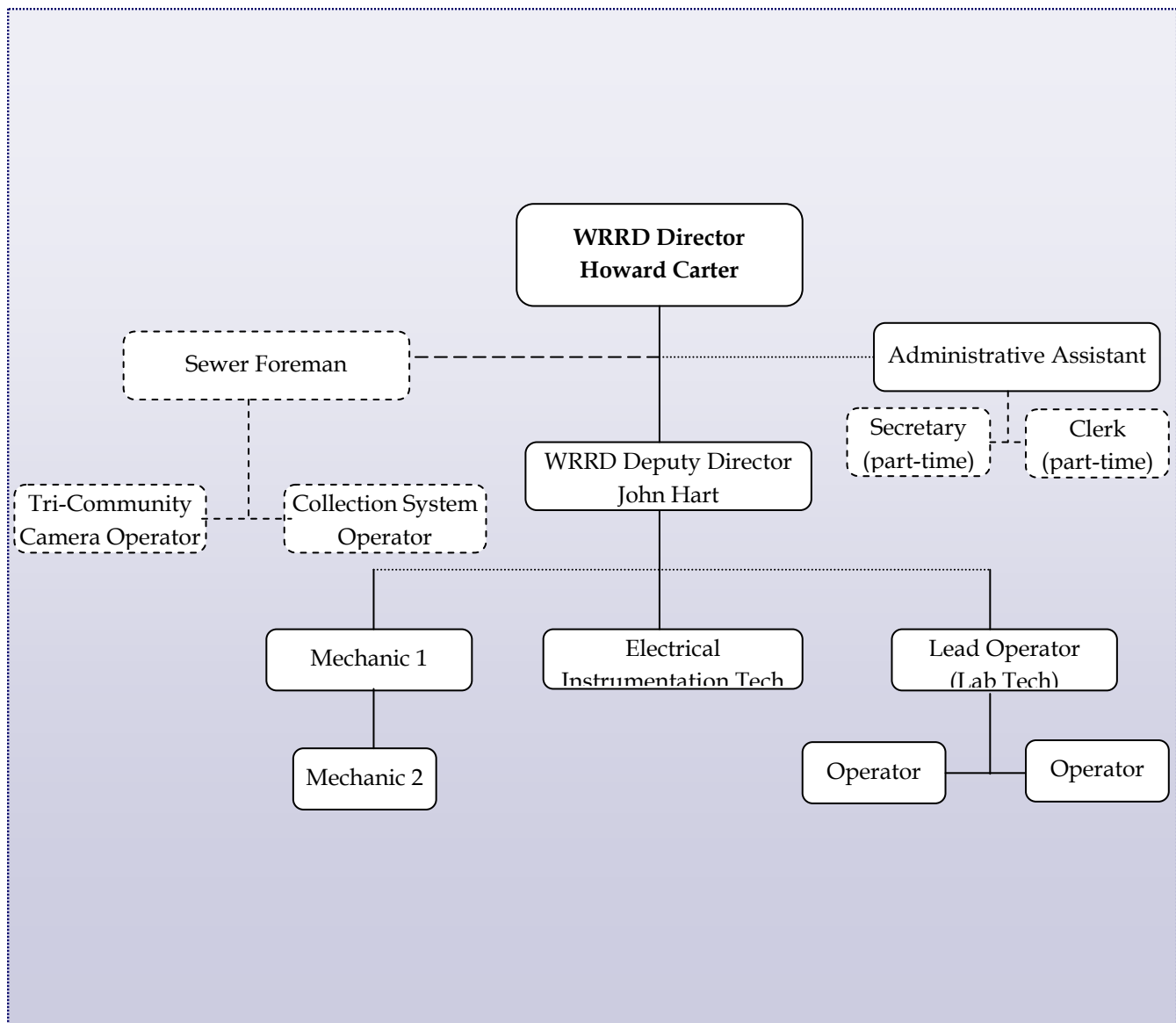
As we move forward, we are trying to absorb growing infrastructure and extend the lifespan of our roads and utilities through improved preventative maintenance measures and alternatives to full replacement of the infrastructure. This is not a local problem.

Throughout the country, the infrastructure we rely on every day costs more to replace than the funding we are willing or able, to put into it for upkeep and replacement costs. This has forced us, as Public Works professionals, to rethink what we need for infrastructure and search for more sustainable alternatives during new construction or replacement of existing aging infrastructure.

- *Public Works Complex Repairs - \$597K*
  - *Salt shed expansion*
  - *New Roof & overdue repairs to building*
  - *Paving for equipment parking*
- *Fleet Life Extension - \$43K*
  - *Systematic corrosion control*
  - *Diagnostic capability*
  - *Fleet management processes & tools*
- *Road & Utility Maintenance - \$2.2M*
  - *Research sustainable levels for sewers*
  - *Invest in PM & alternative replacement methods*

# WATER RESOURCE RECOVERY DIVISION

**Mission Statement:** *“The City of Saco Water Resource Recovery Division will provide our customers with the highest level of quality services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We pledge to do this with a productive and talented workforce, while always striving for excellence.”*



*From the Director:*

I am pleased to submit the Annual Report for the Water Resource Recovery Division (WRRD) for the Fiscal year 2012: July 1, 2011-June 30, 2012. The Division provides wastewater collection and treatment services to 15,474 residents. The sewer system connects to 4,746 residential households and another 240 are commercial or industrial accounts.

We currently have approximately 71 miles of gravity and force main pipes, 2084 Catch Basins, and 31 Pump Stations.

At this time, Saco has 4 active Combined Sewer Overflows (CSO) down from the original 9 CSO locations at the beginning of the abatement program in 1995. The abatement program (20 year Master Plan) for abatement of combined sewer overflows. They are concentrated in the downtown area. Three (3) CSO's discharge into the Saco River and the Fourth (4) discharges into Bear Brook.

The daily average flow treated during this fiscal year was 2.2 MGD, or 53% of the 4.2 MGD treatment capacity. In total, we treated 792.55 MG of wastewater during this fiscal year. The amount of Biosolids (sludge) removed was 1677.54 tons.

YEAR	FY05	FY06	FY07	FY08	FY09	FY10	FY11
AVE DAILY FLOW	2.6 M* GAL	2.52 M. GAL	2.52 M. GAL	2.29 M. GAL	2.49 M. GAL	2.49 M. GAL	2.2 M. GAL

\*M= million

*Howard Carter, Director*

### Water Resource Recovery Division

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*Our Division employs a staff of 12.3 that are responsible for:*

- Ensuring uninterrupted transporting of wastewater to the Recovery Division via 71 miles of piping;
- Operating and maintaining the plant and 31 pump stations;
- Treatment of wastewater prior to discharge to the Saco River;
- Planning, coordinating, and implementing the Combined Sewer Overflow Program; and
- Billing of system users (while Finance collects the revenues).

Our Division does not utilize any tax base dollars to perform their duties. Rather, user fees adequately support operations of the facility.

Our Facility has undergone several upgrades and improvements over the last ten years. Some of the upgrades during the FY11/12 include:

- Finished the completion of the 4.2 million dollar WRRD upgrade;
- Upgraded the Factory Island Pump Station utilizing staff;
- Upgraded the Marshwood Circle Pump Station utilizing staff;
- Completed the elimination of the Wharf Street CSO; and
- Successfully negotiated a new wastewater discharge permit with General Dynamics Armament and Technical Products.

### ACCOMPLISHING OUR MISSION:

- ✓ Collection Systems
- ✓ Pump Stations
- ✓ Wastewater Treatment
- ✓ System Performance
- ✓ Energy Efficiency
- ✓ Combined Sewer Overflows

*A view of the Saco River from the Division*



### COLLECTION OR SANITARY SEWER LINES



*Installation  
of a new  
manhole on  
Pleasant  
Street*



- 71 Miles of Sewer
- 4,746 Residential Users
- 240 Commercial or Industrial Users
- 15,474 Total Sewered Population
- 2084 Catch Basins

### PUMPING STATIONS

These stations are key components of the treatment works. Without these-public sewer would not be possible in many areas of the community.

With a combined worth of over \$6 million, the 31 pump stations represent almost 15% of the annual wastewater budget.



Goosefare Pump Station



Glenhaven Pump Station



Millbrook Pump Station



Bear Brook Pump Station

## WASTEWATER TREATMENT



- 792.55 MG of wastewater treated
- Daily Average Flow: 2.2 MGD
- 1677.54 tons of sludge removed

➤ At 75% of the total budget, the WRR Facility (*pictured to the left*) is the heart of the system. At the facility, the water is processed to become clean and then reintroduced to the Saco River. Staff continuously strives for enhanced performance utilizing newer technologies as they emerge.

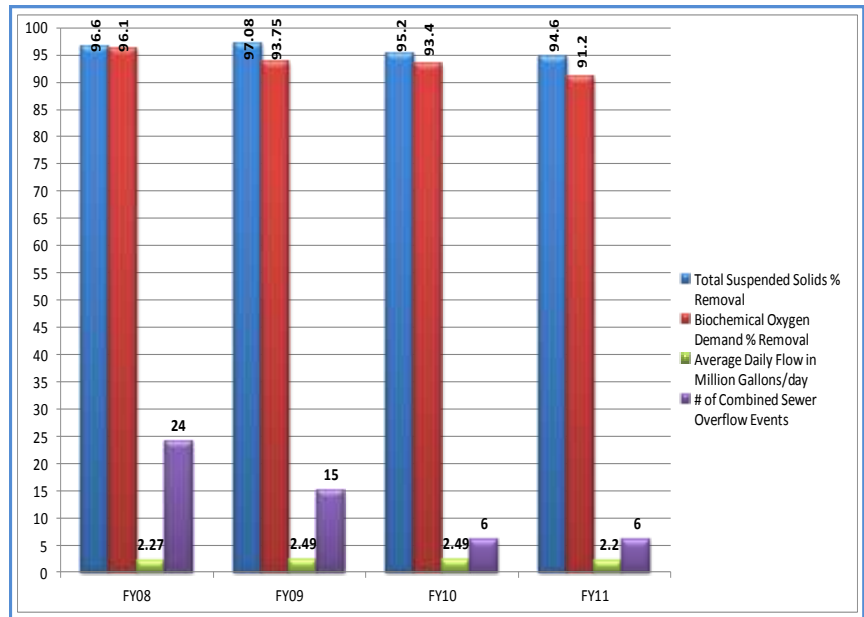
➤ As environmental regulations change resulting in usually stringent requirements, we strive to be moving forward with new technology and resources to address these requirements, while maintaining a stable rate structure for the customers.

## SYSTEM PERFORMANCE

The facility treated 792.55 million gallons (mg) of wastewater during FY12. The average daily flow treated during FY12 was 2.2 mg daily (mgd), or 53% of the 4.2 mgd treatment capacity.

The Maine Pollutant Discharge Elimination System Permit requires the City of Saco facility to analyze its effluent discharge daily, 7 days a week (*including holidays*). On a monthly basis, the facility reports approximately 1200 tested parameters to the State, including:

- Chlorine residual,
- pH, Fecal,
- Biochemical Oxygen Demand,
- Total Suspended Solids,
- Settleable Solids, and
- Temperature.



## ENERGY EFFICIENCY

We continue to seek out alternative energy opportunities in an effort to become energy self-sufficient. Highlights of the projects implemented to date include:



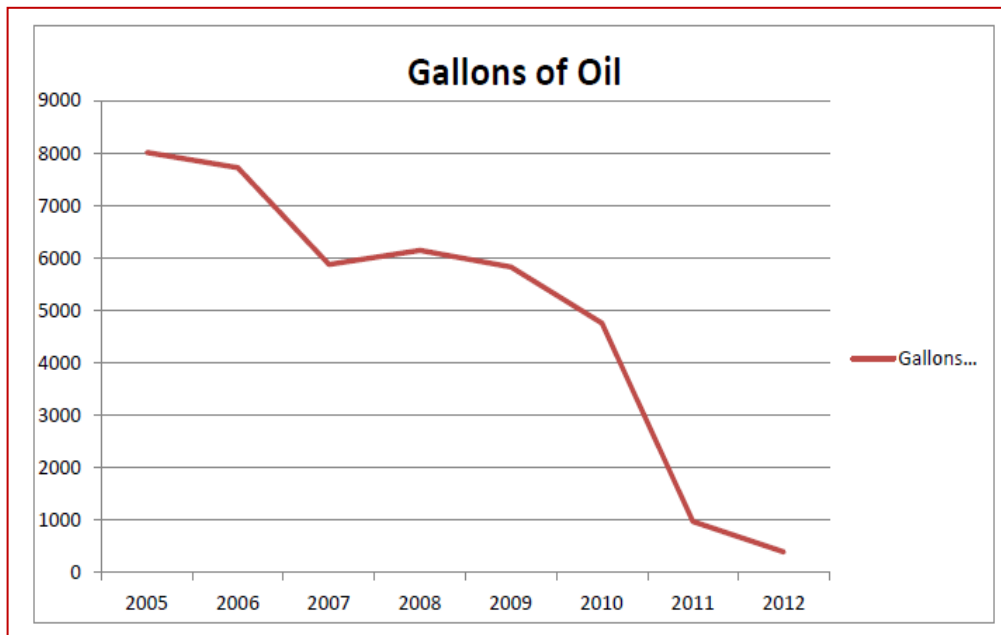
Solar thermal panels feeding radiant tubing within the floor as the heat source for the grit handling building;

1.8 kilowatt wind turbine to supply power to the administration building;

Effluent thermal heat pump to heat the new process building and garage;

Solar air panels for additional heat of the new process building, garage, and administration buildings;

Solar tube lighting throughout the buildings; and the installation of two mini-split heat pumps in the administration building.



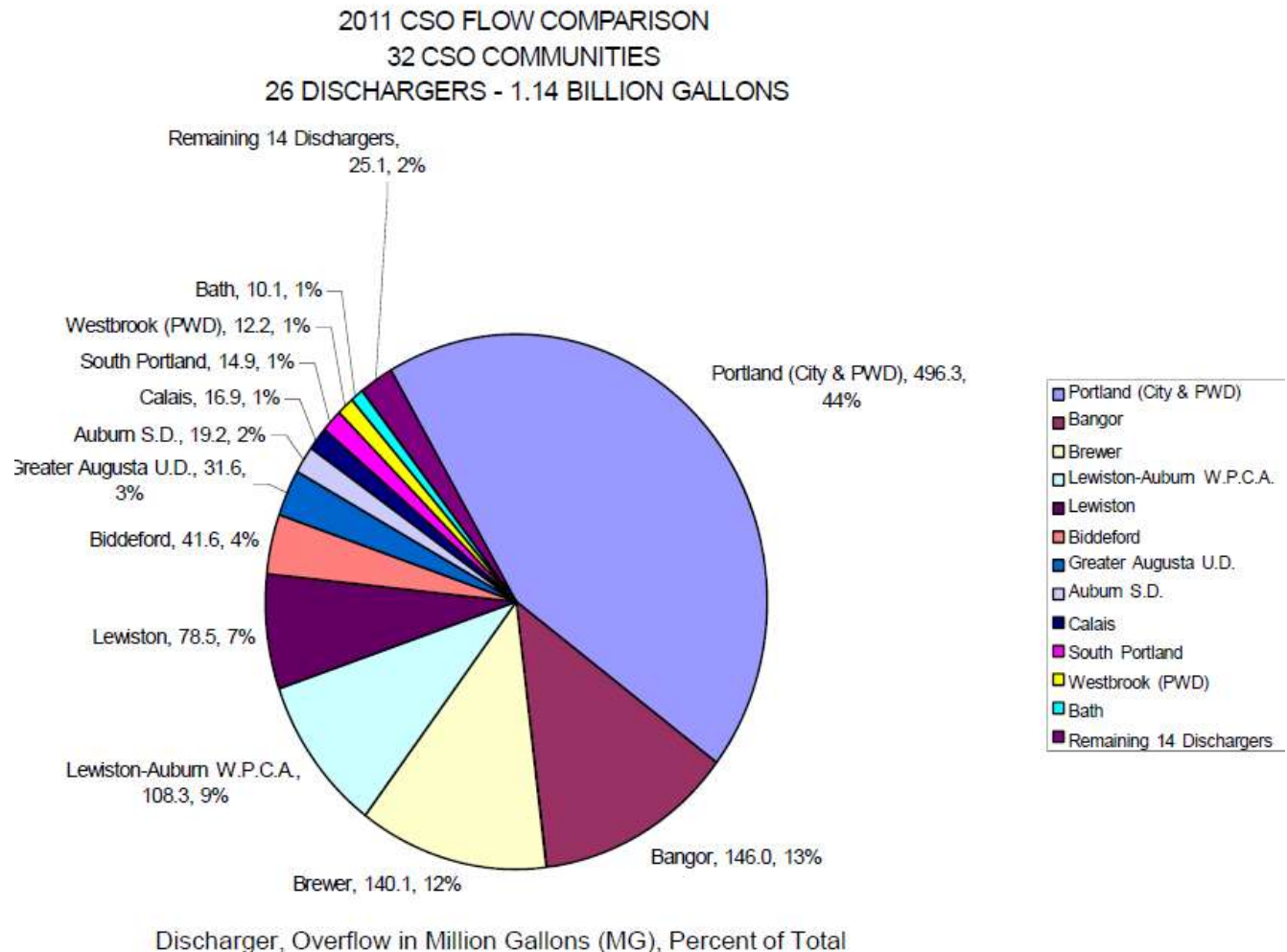
THIS GRAPH  
DEPICTS THE  
FACILITIES  
REDUCTION IN  
OIL DEPENDENCY  
FROM 2005-2012

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- 96 -

Saco's CSO Flow is part of the 14 'remaining' dischargers in the chart below, and the 14 dischargers make up 2% of the total. Saco is in good standing in comparison to other Maine communities.

## 2011 CSO FLOW COMPARISON



# EXCERPTS FROM THE COMPREHENSIVE ANNUAL FINANCIAL REPORT

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FOR

FISCAL YEAR ENDED JUNE 30, 2012





Certified Public Accountants and Business Consultants

### Independent Auditor's Report

City Council  
City of Saco, Maine:

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine as of and for the year ended June 30, 2012, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Saco, Maine's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

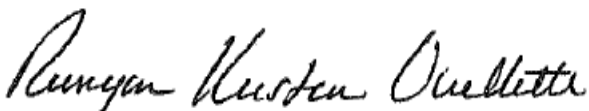
In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine, as of June 30, 2012, and respective changes in financial position, and where applicable, cash flows thereof and the budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 10, 2012 on our consideration of the City of Saco, Maine's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

City Council  
Page 2

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, modified approach for infrastructure assets and schedule of funding progress as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Saco, Maine's financial statements as a whole. The introductory section, combining and individual fund financial statements, exhibits, and statistical section are presented for purposes of additional analysis and are not a required part of the financial statements. The combining and individual fund financial statements and exhibits are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole. The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.



December 10, 2012  
South Portland, Maine

## AUDIT FOR THE YEAR ENDING JUNE 30, 2012

### EXTRACTED FINANCIAL STATEMENTS

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The following schedules have been extracted from the 2012 financial statements of the 'City of Saco, Maine, Comprehensive Annual Financial Report, for fiscal year ended June 30, 2012, a complete copy of which is available for inspection at City Hall Finance Department or on line at [www.sacomaine.org](http://www.sacomaine.org) Finance Department. The schedules included herein are:

Statement 1	Statement of Net Assets
Statement 2	Statement of Activities
Statement 3	Balance Sheet – Governmental Funds
Statement 4	Statement of Revenues, Expenditures, and Changes in Fund Balances
Statement 5	Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities
Statement 6	General Fund Statement of Revenues, Expenditures, and Changes in Fund Balances- Budget and Actual
Statement 7	Statement of Net Assets – Proprietary Fund
Statement 8	State of Revenues, Expenses, and Changes in Fund Net Assets, Proprietary Funds
Statement 9	Statement of Cash Flows, Proprietary Funds
Exhibit E-1	Combining Balance Sheet – All other Governmental Funds
Exhibit E-2	Combining Statement of Revenues, Expenditures and Changes in Fund Balances, all other Governmental Funds

## Statement 1

**CITY OF SACO, MAINE**  
**Statement of Net Assets**  
**June 30, 2012**

	Governmental Activities	Business-type Activities	2012 Total
<b>ASSETS</b>			
Cash and cash equivalents	\$ 698,766	\$ -	\$ 698,766
Investments	2,429,052	-	2,429,052
Receivables:			
Accounts (net of allowance of \$35,414)	1,390,199	564,956	1,955,155
Taxes - current	832,626	-	832,626
Taxes - prior years	113,770	-	113,770
Tax liens	424,321	-	424,321
Notes (net of allowance of \$7,172)	7,144	-	7,144
Prepaid expenses	124,024	-	124,024
Other	38,311	-	38,311
Tax acquired property	58,359	-	58,359
Depreciable capital assets, net	13,519,088	6,759,843	20,278,931
Non-depreciable capital assets	41,750,678	14,918,272	56,668,950
Total assets	61,386,339	22,243,071	83,629,410
<b>LIABILITIES</b>			
Accounts payable and other current liabilities	918,544	109,495	1,028,039
Accrued liabilities	209,491	78,867	288,358
Taxes collected in advance	78,491	-	78,491
Tax Anticipation Note Payable	1,500,000		1,500,000
Internal balance	(3,781,853)	3,781,853	(0)
Noncurrent liabilities:			
Due within one year	1,728,103	222,500	1,950,603
Due in more than one year	16,895,268	730,000	17,625,268
Total liabilities	17,548,044	4,922,715	22,470,759
<b>NET ASSETS</b>			
Invested in capital assets, net of related debt	38,950,973	20,725,615	59,676,588
Restricted	3,060,399	-	3,060,399
Unrestricted	1,826,923	(3,405,259)	(1,578,335)
Total net assets	\$ 43,838,295	\$ 17,320,356	\$ 61,158,651

## Statement 2

CITY OF SACO, MAINE  
Statement of Activities  
For the Year Ended June 30, 2012

Net (Expense) Revenue and Changes														
Functions/Programs	Program Revenues			in Net Assets										
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Primary Government			2012 Total						
					Governmental Activities	Business-type Activities								
Primary government:														
Governmental activities:														
General government	\$	7,681,100	\$	578,169	\$	358,129	\$	-	\$	(6,744,802)	\$	-	\$	(6,744,802)
Public safety		6,424,835		787,139		1,350		-		(5,636,346)		-		(5,636,346)
Public works		5,579,363		289,296		98,989		263,206		(4,927,872)		-		(4,927,872)
Housing programs		231,752		-		261,153		-		29,401		-		29,401
Culture and recreation		1,242,758		813,555		9,547		-		(419,656)		-		(419,656)
Education		16,030,811		-		-		-		(16,030,811)		-		(16,030,811)
Interest on debt		650,461		-		-		-		(650,461)		-		(650,461)
Total governmental activities		37,841,079		2,468,158		729,168		263,206		(34,380,547)		-		(34,380,547)
Business-type activities:														
Waste Water Treatment Plant		2,175,803		2,621,156		-		-		-		445,353		445,353
Total business-type activities		2,175,803		2,621,156		-		-		-		445,353		445,353
Total primary government	\$	40,016,882	\$	5,089,314	\$	729,168	\$	263,206	\$	(34,380,547)	\$	445,353	\$	(33,935,194)
General revenues:														
Property taxes, levied for general purposes					\$			30,931,696	\$	-	\$	-	\$	30,931,696
Motor vehicle excise taxes								3,446,591		-		-		3,446,591
Franchise tax								286,882		-		-		286,882
Grants and contributions not restricted to specific programs:														
Homestead exemption								286,309		-		-		286,309
Other State aid								199,285		-		-		199,285
State Revenue Sharing								1,256,887		-		-		1,256,887
Unrestricted investment earnings								56,337		-		-		56,337
Loss on disposal of assets								-		-		-		-
Miscellaneous revenues								160,435		21,142		-		181,577
Transfer								169,000		(169,000)		-		-
Total general revenues								36,793,423		(147,858)		-		36,645,565
Change in net assets														
								2,412,877		297,494		-		2,710,371
Net assets - beginning								41,425,418		17,022,862		-		58,448,280
Net assets - ending					\$			43,838,295	\$	17,320,356	\$	-		61,158,651

**CITY OF SACO, MAINE**  
**Balance Sheet**  
**Governmental Funds**  
**June 30, 2012**

	General Fund	Fire Barn North Street Bond	Saco Island TIF District	Other Governmental Funds	2012 Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 261,174	\$ -	\$ -	\$ 437,592	\$ 698,766
Investments	1,017,210	-	-	1,411,842	2,429,052
Receivables, net of allowance of \$35,414	410,320	-	-	979,880	1,390,199
Interfund receivables	6,508,222	286,897	-	1,214,144	8,009,263
Notes receivable, net of allowance \$7,142	-	-	-	7,144	7,144
Taxes and liens receivable	1,370,717	-	-	-	1,370,717
Tax acquired property	58,359	-	-	-	58,359
Prepaid items	124,024	-	-	-	124,024
Receivable from RSU #23 for debt service payments	-	-	-	-	-
Other	-	-	-	38,311	38,311
<b>Total assets</b>	<b>\$ 9,750,026</b>	<b>\$ 286,897</b>	<b>\$ -</b>	<b>\$ 4,088,913</b>	<b>\$ 14,087,524</b>

**LIABILITIES AND FUND BALANCES**

## Liabilities:

Accounts payable	868,649	-	-	49,895	918,544
Accrued liabilities	208,791	-	-	700	209,491
Taxes collected in advance	78,491	-	-	-	78,491
Interfund payables	1,501,041	-	1,370,039	1,356,329	4,227,409
Tax Anticipation Note	1,500,000	-	-	-	1,500,000
Deferred debt service payments due from RSU #23	-	-	-	-	-
Deferred revenue	1,065,676	-	-	-	1,065,676
<b>Total liabilities</b>	<b>5,222,648</b>	<b>-</b>	<b>1,370,039</b>	<b>1,406,923</b>	<b>7,999,611</b>

## Fund balances (deficits):

Nonspendable	124,024	-	-	188,527	312,551
Restricted	-	286,897	-	2,773,502	3,060,399
Committed	69,206	-	-	133,846	203,052
Assigned	662,668	-	-	849,383	1,512,051
Unassigned	3,671,480	-	(1,370,039)	(1,263,268)	1,038,173
<b>Total fund balances (deficits)</b>	<b>4,527,378</b>	<b>286,897</b>	<b>(1,370,039)</b>	<b>2,681,989</b>	<b>6,126,224</b>

<b>Total liabilities and fund balances (deficits)</b>	<b>\$ 9,750,026</b>	<b>\$ 286,897</b>	<b>\$ 0</b>	<b>\$ 4,088,913</b>	
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Amounts reported for governmental activities in the statement of net assets (Statement 1) are different because:

Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.

More specifically, non-depreciable & depreciable capital assets as reported on Statement 1 \$ 55,269,766

Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds. (18,623,371)

Noncurrent liabilities as reported on Statement 1 (17,399,355)

Accrued liabilities (compensated absences) as reported on Statement 1 (1,224,016)

(18,623,371)

Deferred revenues- more specifically, RSU #23 refunded debt -

Deferred revenues- more specifically, deferred property taxes not reported on Statement 1 1,065,676

<b>Net assets of governmental activities</b>	<b>\$ 43,838,295</b>				
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**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**Governmental Funds**  
**For the Year Ended June 30, 2012**

	General Fund	Fire Barn North Street Bond	Saco Island TIF District	Other Governmental Funds	2012 Total Governmental Funds
<b>REVENUES</b>					
Taxes	\$ 34,572,034	\$ -	\$ -	\$ -	\$ 34,572,034
Licenses and permits	799,729	-	-	-	799,729
Intergovernmental	2,147,471	-	-	322,661	2,470,132
Charges for services	1,180,780	-	-	706,320	1,887,099
Other revenues	294,320	-	0	255,387	549,708
Total revenues	38,994,334	-	0	1,284,368	40,278,702
<b>EXPENDITURES</b>					
Current:					
General government	2,354,337	-	-	-	2,354,337
Public safety	6,132,727	264,118	-	-	6,396,845
Public works	4,425,191	-	-	-	4,425,191
Housing programs	-	-	-	231,752	231,752
Culture and recreation	1,269,848	-	-	-	1,269,848
Education	16,030,811	-	-	-	16,030,811
Unclassified	3,712,034	-	-	302,223	4,014,257
Intergovernmental:					
County tax	1,099,643	-	-	-	1,099,643
Debt service:					
Principal	1,769,136	-	-	-	1,769,136
Interest and other charges	650,461	-	-	-	650,461
Capital improvements	999,593	-	-	784,205	1,783,799
Total expenditures	38,443,780	264,118	-	1,318,181	40,026,079
Excess (deficiency) of revenues over (under) expenditures	550,554	(264,118)	0	(33,813)	252,624
<b>OTHER FINANCING SOURCES (USES)</b>					
Capital lease issuance of debt	445,142	-	-	-	445,142
Bond proceeds	-	-	-	-	-
Transfers in	956,000	-	428,764	1,225,934	2,610,698
Transfers out	(889,280)	-	(25,000)	(1,527,418)	(2,441,698)
Total other financing sources (uses)	511,862	-	403,764	(301,484)	614,142
Net change in fund balances	1,062,416	(264,118)	403,765	(335,297)	866,766
Fund balances (deficits)-beginning	3,464,962	551,015	(1,773,804)	3,017,286	5,259,459
Fund balances (deficits)-ending	\$ 4,527,378	\$ 286,897	\$ (1,370,039)	\$ 2,681,989	\$ 6,126,224

**CITY OF SACO, MAINE**  
**Reconciliation of the Statement of Revenues, Expenditures,**  
**and Changes in Fund Balances of Governmental Funds**  
**to the Statement of Activities**  
**For the year ended June 30, 2012**

Net change in fund balances- total governmental funds (from Statement 4)		\$ 866,766
Amounts reported for governmental activities in the statement of activities (Statement 2) are different because:		
Governmental funds report capital outlays as expenditures.		
However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense, with the exception of infrastructure which is recorded at historical cost and not depreciated as the Modified Approach is being used. More specifically, this is the amount by which capital outlays exceeded depreciation in the current period.		
		525,123
Capital outlays	\$ 1,467,013	
Less: net depreciation	941,890	
To reconciliation	\$ 525,123	
Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds. More specifically, this amount represents the change in deferred property taxes.		
		(193,747)
The City has bonds that were originally issued for School purposes. These amounts will be funded by Regional School Unit #23 when the debt service payments are due. The City has recorded a long-term receivable for the amount that will be paid by the School Unit for these bonds. The amount of the receivable at year end was \$0 with principal amounts paid off during the year totaling \$3,360,979.		
		(3,360,979)
Bond and capital lease proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of bond and capital lease principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. More specifically, this represents the net amount of principal increases (decreases) in debt service made during the year.		
		4,684,973
Capital lease proceeds	\$ (445,142)	
Capital lease repayments	448,070	
Bond principal repayments	4,682,045	
Net debt service	\$ 4,684,973	
Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents the change in long term accrued compensated absences and the change in long term other post employment benefits.		
	\$ 28,884	
	(138,143)	
		(109,259)
<b>Change in net assets of governmental activities (see Statement 2)</b>		<b>\$ 2,412,877</b>

**CITY OF SACO, MAINE**  
**General Fund**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual**  
**For the year ended June 30, 2012**

	Budgeted Amounts		Actual Amounts	Variance with Final Budget-
	Original	Final		Positive (Negative)
REVENUES				
Taxes	\$ 33,559,755	\$ 33,630,540	\$ 34,572,034	\$ 941,494
Licenses and permits	704,800	704,800	799,729	94,929
Intergovernmental	1,955,131	1,955,131	2,147,471	192,340
Charges for services	1,092,300	1,092,300	1,180,780	88,480
Interest earnings	30,000	30,000	7,111	(22,889)
Other revenues	566,983	566,983	287,209	(279,774)
Total revenues	37,908,969	37,979,754	38,994,334	1,014,580
EXPENDITURES				
Current:				
General government	2,312,900	2,397,032	2,354,337	42,695
Public safety	6,049,636	6,167,262	6,132,727	34,535
Public works	4,605,122	4,616,892	4,425,191	191,701
Culture and recreation	1,142,905	1,144,804	1,269,848	(125,044)
Education	16,030,811	16,030,811	16,030,811	0
County tax	1,079,365	1,079,365	1,099,643	(20,278)
Unclassified	4,956,867	4,962,516	3,712,034	1,250,482
Debt service	2,390,941	2,390,941	2,419,597	(28,656)
Capital projects	165,000	859,485	554,451	305,034
Total expenditures	38,733,547	39,649,108	37,998,638	1,650,470
Excess (deficiency) of revenues over (under)				
expenditures	(824,578)	(1,669,354)	995,696	2,665,050
OTHER FINANCING SOURCES (USES)				
Budgeted utilization of surplus	822,719	911,970	-	(911,970)
Carryover of Designated Fund Balance	-	586,525	-	(586,525)
Transfers in	787,000	956,000	956,000	-
Transfers out	(785,141)	(785,141)	(889,280)	(104,139)
Total other financing sources and uses	824,578	1,669,354	66,720	(1,602,634)
Net change in fund balance				
	-	-	1,062,416	1,062,416
Fund balance - beginning				
			3,464,962	
Fund balance - ending				
			\$ 4,527,378	

## Statement 7

**CITY OF SACO, MAINE**  
**Statement of Net Assets**  
**Proprietary Fund**  
**June 30, 2012**

	Business-type activities Enterprise Funds Waste Water Treatment Plant
<b>ASSETS</b>	
Current assets:	
Cash and cash equivalents	\$ -
Receivables	564,956
Total current assets	564,956
Noncurrent assets:	
Depreciable capital assets	
Vehicles	140,127
Buildings	9,245,821
Equipment	1,630,592
Less accumulated depreciation	(4,256,698)
Non-depreciable capital assets	14,918,272
Total noncurrent assets	21,678,115
Total assets	22,243,071
<b>LIABILITIES</b>	
Current liabilities:	
Accounts payable	109,495
Accrued liabilities	78,867
Interfund payables	3,781,853
Bonds payable due within one year	222,500
Total current liabilities	4,192,715
Noncurrent liabilities:	
Bonds payable due in more than one year	730,000
Total noncurrent liabilities	730,000
Total liabilities	4,922,715
<b>NET ASSETS</b>	
Invested in capital assets, net of related debt	20,725,615
Unrestricted	(3,405,259)
Total net assets	\$ 17,320,356

## Statement 8

**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenses, and Changes in Net Assets**  
**Proprietary Fund**  
**For the year ended June 30, 2012**

	<b>Business-type activities Enterprise Funds</b>
	<b>Waste Water Treatment Plant</b>
Operating revenues:	
Charges for services	\$ 2,621,156
Miscellaneous revenues	21,142
Total operating revenues	2,642,298
Operating expenses:	
Personnel services	817,154
Contractual services	266,283
Utilities	161,450
Repairs and maintenance	46,516
Other supplies and expenses	559,686
Depreciation	288,505
Total operating expenses	2,139,593
Operating income	502,704
Nonoperating revenues (expenses):	
Loss on disposal of assets	-
Transfer out	(169,000)
Interest revenues	-
Interest expense	(36,210)
Total nonoperating revenues (expenses)	(205,210)
Change in net assets	297,494
Total net assets - beginning	17,022,862
<b>Total net assets - ending</b>	<b>\$ 17,320,356</b>

**CITY OF SACO, MAINE**  
**Statement of Cash Flows**  
**Proprietary Fund**  
**For the year ended June 30, 2012**

	<b>Business-type activities</b>
	<b>Enterprise Funds</b>
	<b>Waste Water Treatment Plant</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Receipts from customers	\$ 2,549,559
Other receipts (payments)	21,142
Payments to suppliers	(1,343,147)
Payments to employees	(835,351)
Net cash provided by operating activities	392,203
<b>CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES</b>	
Increase (decrease) in interfund loans	249,395
Net cash provided by (used in) non-capital financing activities	249,395
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>	
Capital asset purchases	(211,388)
Principal paid on debt	(222,500)
Transfer to General Fund	(169,000)
Interest paid on debt	(36,210)
Net cash provided by (used in) capital and related financing activities	(639,098)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Interest on investments	-
Net cash provided by investing activities	-
Net decrease in cash and cash equivalents	2,500
Balances- beginning of the year	-
<b>Balances- end of the year</b>	<b>\$ 2,500</b>
Reconciliation of operating income to net cash provided	
(used) by operating activities:	
Operating income	502,704
Adjustments to reconcile operating income (loss) to net cash provided by	
(used) in operating activities:	
Depreciation expense	288,505
Change in net assets and liabilities:	
Receivables	(71,597)
Accounts payables	(309,213)
Accrued liabilities	(18,197)
Net cash provided by operating activities	\$ 392,203

## Exhibit E-1

**CITY OF SACO, MAINE**  
**Balance Sheet - Non-Major Permanent Funds**  
**June 30, 2012**

	<b>City of Saco Permanent Funds</b>
<b>ASSETS</b>	
Cash and Cash Equivalents	\$ 59,921
Investments	494,965
Accounts Receivable	700
<b>Total assets</b>	<b>555,586</b>
<b>LIABILITIES AND FUND BALANCES</b>	
Fund Balance:	
Nonspendable	181,383
Restricted	374,203
<b>Total fund balances</b>	<b>555,586</b>
<b>Total liabilities and fund balances</b>	<b>\$ 555,586</b>

Exhibit E-2

**CITY OF SACO, MAINE**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Non-Major Permanent Funds**  
**For The Year Ended June 30, 2012**

	<b>City of Saco Permanent Funds</b>
<b>REVENUES</b>	
Interest and dividends	\$ 23,626
Net increase (decrease) in fair value of investments	(4,222)
Total revenues	19,404
<b>EXPENDITURES</b>	
Administrative expenditures	18,591
Total expenditures	18,591
Net change in fund balances	813
Fund balances - beginning of year	554,773
<b>Fund balances - end of year</b>	<b>\$ 555,586</b>

## OUTSTANDING REAL PROPERTY TAXES - 2010 &amp; 2011 (As of March 1, 2013)

Year	Owner Name	Property ID	Taxes Due
2010	BLOW ROBERT W	061013001243	\$114.18
2010	BOUFFARD NORMAN R	100006000000	\$1,003.06
2010	DYMENT WILLIAM JR	064009001021	\$502.50
2010	FERLAND LINDA	033123000000	\$990.95
2010	GAGNON DANIEL R	088030000000	\$477.16
2010	GOOSEFARE ACRES LTD INC	024005000000	\$1,317.77
2010	GROVER JOHN	036005010000	\$20.46
2010	HALEY JOHN C SR	107016000000	\$1,610.61
2010	LABBE SANDRA A	061013001215	\$107.60
2010	NELSON STEFFIE F (HEIRS OF)	001042000000	\$35.47
2010	ROBEY JEANNE M	026086000000	\$2,712.40
2010	SCOTT RICHARD G	061013001251	\$155.78
2011	ANGE GLENYS	039199000000	\$2,084.81
2011	BEEDLE RICHARD W	061013001112	\$392.59
2011	BINETTE BROOKE	061013001141	\$366.87
2011	BOUFFARD NORMAN R	100006000000	\$2,318.91
2011	BROOKS GORDON JR	109003000000	\$1,478.01
2011	COMPSON K C	033111001000	\$2,068.78
2011	COSMOS DONALD A	027086000000	\$1,066.81
2011	DONNISON ERIKA	038183000000	\$600.53
2011	DYMENT WILLIAM JR	064009001021	\$459.05
2011	FERLAND LINDA	033123000000	\$1,259.89
2011	FRISTOE TERRI C	032205000000	\$2,793.16
2011	GAGNON DANIEL R	088030000000	\$2,921.81
2011	GOOSEFARE ACRES LTD INC	024005000000	\$822.99
2011	GROVER JOHN	036005010000	\$132.78
2011	HALEY JOHN C SR	107016000000	\$2,150.57
2011	HERZBERG DORIS E TRUSTEE	011005001000	\$4,689.83
2011	LABBE SANDRA A	061013001215	\$304.29
2011	LANDER JOAN	061013001040	\$121.36
2011	LESSARD WILLIAM P	061009000000	\$1,500.06
2011	MANSUR ROBERT C TRUSTEES	038182000000	\$468.44
2011	NELSON STEFFIE F (HEIRS OF)	001042000000	\$70.24
2011	NORTHROP ROBERT S	013038014000	\$3,299.30
2011	PATOINE RICHARD J	046003003000	\$37.54
2011	RIOUX MELISSA	039147000000	\$252.12
2011	SCOTT RICHARD G	061013001251	\$600.95
2011	SHENIAN JONATHAN S	001004000000	\$3,504.80
2011	SMITH FRANK	031167000000	\$684.34

**OUTSTANDING REAL PROPERTY TAXES – 2012 (As of March 1, 2013)**

<b>Year</b>	<b>Owner</b>	<b>Tax ID</b>	<b>Amount</b>
2012	29 COMMON ST LLC	031203001000	\$131.33
2012	ANDERSON CLAYTON J	101006000000	\$56.68
2012	ANGE GLENYS	039199000000	\$2,483.96
2012	ARMSTRONG BONITA S	054115000000	\$2,358.94
2012	BAGLEY LAURA	032092000000	\$2,846.99
2012	BANKS WAYNE T	038168001000	\$4,547.44
2012	BEAUDOIN KENNETH A	125017000000	\$4,721.22
2012	BEEDLE RICHARD W	061013001112	\$514.80
2012	BERGERON KATHY	034093001000	\$921.58
2012	BINETTE BROOKE	061013001141	\$205.19
2012	BOUFFARD NORMAN R	100006000000	\$2,259.24
2012	BROOKS GORDON JR	109003000000	\$1,482.87
2012	CALDWELL KATHLEEN A	027094000005	\$2,995.78
2012	CAMPBELL RUTH E	037001001127	\$2,182.04
2012	CHAMBERLAIN MATTHEW G	125008000000	\$946.98
2012	CHAPMAN SALLY	025003001000	\$3,822.26
2012	CHAPPELL LUZ MARIE TORRES	002048000000	\$6,120.57
2012	CHELATE ADAM G	052114000000	\$2,168.07
2012	COCHRANE JEFFREY C	119005022000	\$4,378.53
2012	COMPSON K C	033111001000	\$2,235.66
2012	COSMOS DONALD A	027086000000	\$2,342.09
2012	COTE RUTH E	038178000000	\$2,412.81
2012	COUNTRYMAN CHRISTINA	090016003000	\$2,747.70
2012	CREPEAU ROGER L	034061000000	\$3,046.67
2012	DAVIES M THERESA	061013001186	\$82.39
2012	DONAHUE LORY L	064009001017	\$255.49
2012	DONNESON ERIKA	038183000000	\$2,331.52
2012	DOYON CLEMENT J	067008000000	\$3,678.35
2012	DUBE LISA P	067002003000	\$3,097.35
2012	DUCLOS SUSAN	061013001095	\$404.78
2012	DUTCH JODI	061013001198	\$912.40
2012	DYMENT WILLIAM JR	064009001021	\$447.22
2012	EDCL LLC	037001001131	\$1,976.34
2012	EDCL LLC	037001001309	\$2,015.64
2012	FERLAND LINDA	033123000000	\$1,300.57
2012	FOGG NANCY	061013001174	\$32.44
2012	FRISTOE TERRI C	032205000000	\$3,059.15
2012	GAGNON DANIEL R	088030000000	\$2,861.13
2012	GAGNON RICK	093004007000	\$4,289.69
2012	GARY'S TRUCKING COMPANY INC	040049000000	\$1,221.90
2012	GAUMONT WILLIAM D	039102000000	\$3,747.18
2012	GAUMONT WILLIAM D	087017001000	\$3,495.06
2012	GLAUDE MICHAEL F JR	091006003000	\$1,357.48
2012	GOLDEN ROOSTER INC	038054000000	\$4,954.47
2012	GOOSEFARE ACRES LTD INC	024005000000	\$745.81

**OUTSTANDING REAL PROPERTY TAXES 2012 - (As of March 1, 2013)**

<b>Year</b>	<b>Owner</b>	<b>Tax ID</b>	<b>Amount</b>
2012	GOOSEFARE ACRES LTD INC	014037001000	\$148.61
2012	GOOSEFARE ACRES LTD INC	023006010002	\$763.10
2012	GOOSEFARE ACRES LTD INC	023006011000	\$994.12
2012	GORHAM LORNE P	107002000000	\$3,545.22
2012	GROVER JOHN	036005010000	\$132.89
2012	HALEY JOHN C SR	107016000000	\$2,094.21
2012	HEIKKINEN MARK	064009001012	\$414.65
2012	HERZBERG DORIS E TRUSTEE	011005001000	\$3,266.60
2012	HOLMAN CRAIG	052135000000	\$554.07
2012	HOPKINS RALPH E JR	090034000000	\$711.81
2012	HUBERT ROGER R	033120001000	\$770.95
2012	HUFF KRISTINA	061013001212	\$367.07
2012	HULT JASON M	061013001214	\$515.63
2012	IRVING LORI DENISE	033003000033	\$3,033.09
2012	JIPSON SCOTT	064009001006	\$288.57
2012	JOHNSON CHRISTOPHER R	086004000000	\$1,199.54
2012	JOHNSON SHARON A	086005004000	\$902.97
2012	JONES MAXWELL	031007000000	\$2,668.78
2012	KERRY DAVID T &	036007005000	\$2,825.78
2012	KUNDE DANIELLE	061013001048	\$241.87
2012	LABBE SANDRA A	061013001215	\$290.05
2012	LANDER JOAN	061013001040	\$234.96
2012	LAROSE RENALD	061013001185	\$400.21
2012	LEARY KATHLEEN	090010000000	\$16.97
2012	LEARY KATHLEEN	091003000000	\$923.54
2012	LEARY KATHLEEN L	091003003000	\$699.97
2012	LEBLANC KENNETH ETALS	027076000000	\$4,647.76
2012	LEEDBERG MELVIN	101019000000	\$1,968.83
2012	LESSARD WILLIAM P	061009000000	\$2,116.21
2012	LETOURNEAU DOROTHY	032036000000	\$1,142.79
2012	LINSCOTT ALAN C	101015000000	\$1,583.78
2012	LITTLE HARVARD INC	060011000000	\$5,808.99
2012	MACMILLAN STUART A	011091001000	\$5,655.95
2012	MALEK M IKRAM	062003000000	\$20,663.13
2012	MANSUR ROBERT C TRUSTEES	038182000000	\$3,598.20
2012	MARTIN DAVID	061013001107	\$301.39
2012	MB/JB REAL ESTATE LLC	073021000000	\$7,708.75
2012	MCCALLUM KATHLEEN	031208000000	\$6,453.74
2012	MCCALLUM KATHLEEN TR TIMBER OAKS REALTY	027105000000	\$805.39
2012	MCCALLUM MARK B	014037003000	\$71.60
2012	MCCALLUM MARK B	024006000000	\$448.78
2012	MCCALLUM MARK B TRUSTEE	031194000000	\$2,192.82

**OUTSTANDING REAL PROPERTY TAXES 2012 (As of March 1, 2013)**

<b>Year</b>	<b>Owner</b>	<b>Tax I.D.</b>	<b>Amount</b>
2012	MCLASKEY MACK GERALD	098045011000	\$720.66
2012	MCMANUS STEVEN A	032191000000	\$3,732.07
2012	MIGNER MARIE D	031125000000	\$4.95
2012	MIGNER MARIE D	031125001000	\$621.64
2012	MILLER POLLY	061013001188	\$648.71
2012	MILLIKEN LINDA	061013001221	\$419.78
2012	MITCHELL ROBIN	090036000000	\$3,514.89
2012	MOSLEY MICHELLE	061013001251	\$434.62
2012	MOSS PATRICIA E	101070000000	\$1,670.79
2012	MOUNTAIN HEIR FINANCIAL CORP	015003000000	\$154.90
2012	NELSON STEFFIE F (HEIRS OF)	001042000000	\$71.60
2012	NORTHROP ROBERT S	013038014000	\$4,809.88
2012	OUELLETTE LISE D TRUSTEE	038264001000	\$3,910.94
2012	PALUMBO JOSEPH M	091002004000	\$865.25
2012	PATOINE RICHARD J	046003003000	\$106.19
2012	PECK JAMES D	031153000000	\$2,707.13
2012	PENNELL EDWARD	109008001000	\$2,006.84
2012	PERKINS TIMOTHY S	126003002000	\$3,752.42
2012	PHILLIPS CHESTER	041025001000	\$1,193.21
2012	PHILLIPS ROBERT J	061013001043	\$607.51
2012	POLEATEWICH LAURETTE E	001019000000	\$1,623.27
2012	POULIN LAWRENCE R	089020000000	\$2,322.85
2012	POULIN LAWRENCE R	089028000000	\$93.60
2012	PRATT ALEXANDER T III	105001000000	\$3,486.61
2012	PULLEN HEAVY INDUSTRIES LLC	087007001000	\$7,786.65
2012	PULLEN HEAVY INDUSTRIES LLC	087008000000	\$10,038.31
2012	PULLEN SCOTT E	087007002000	\$5,520.23
2012	PYLE SCOTT	061013001223	\$213.04
2012	RIOUX MELISSA	039147000000	\$2,573.55
2012	RIZEAKOS CHRISTOS M	106020001000	\$1,750.03
2012	ROCHE SHIRLEY A	053166001002	\$45.03
2012	RUSSELL WILLIAM P	034044001000	\$2,774.70
2012	SACO ISLAND EAST LLC	037006000000	\$6,683.19
2012	SAKS BEVERLY M	002056000000	\$5,689.96
2012	SCONTRAS MARGARET B	088005016000	\$3,612.35
2012	SHENIAN JONATHAN S	001004000000	\$3,683.07
2012	SINCLAIR, DAVID	064009001003	\$428.35
2012	SKEA NANCY C	093004003000	\$9,367.42
2012	SMITH FRANK	031167000000	\$673.51
2012	STACK JAMES R	027092001000	\$2,886.13
2012	STETSON LLOYD	093004009000	\$3,167.27
2012	TABOR CHRISTOPHER G	052045002000	\$5,216.92
2012	THIBAUT NORMAN G	098060000000	\$1,610.18
2012	THOMPSON ERIC A	054123000000	\$2,668.86

**OUTSTANDING REAL PROPERTY TAXES 2012 (As of March 1, 2013)**

<b>Year</b>	<b>Owner</b>	<b>Tax I.D.</b>	<b>Amount</b>
2012	THREE HUNDRED ONE MAIN STREET INC	031005000000	\$5,689.96
2012	THREE HUNDRED SEVEN	031004000000	\$4,575.58
2012	TIDE WATCH, LLC	038036000000	\$0.43
2012	TROY DIANNA B	054074001000	\$1,259.69
2012	UNIT 91 LLC	037001001091	\$10,836.84
2012	WALKER CARL	011039000000	\$6,968.09
2012	WALLACE RUSSELL S	110012000000	\$2,057.51
2012	WESTON CHRISTOPHER L	019005000000	\$3,131.45
2012	WILDES THOMAS J	064009001016	\$407.93
2012	WORMWOOD COLIN T SR	001048000000	\$18,221.63
2012	WORMWOOD COLIN T SR	001049001000	\$3,228.88

**TOTAL OUTSTANDING 2010, 2011, 2012 = \$411,114.92**

# **TOTAL PERSONAL PROPERTY TAXES OUTSTANDING 2009, 2010, 2011, 2012 (As of March 1, 2013).**

<b>Year</b>	<b>Owner</b>	<b>Property Code</b>	<b>Total Due</b>
2009	ALPHIE'S	833	\$38.81
2009	ASIANA SALON & DAY SPA	1047	\$320.08
2009	ASIANA SALON & DAY SPA	1047	\$293.24
2009	ASSIMAKOPOULOS, JIM	1213	\$235.28
2009	CARPET TOWN	111	\$385.85
2010	CENTURY 21 - SAMIA REALTY	124	\$91.14
2010	EASTVIEW MOTEL	231	\$447.11
2010	EASTVIEW MOTEL	231	\$468.83
2010	EASTVIEW MOTEL	231	\$407.08
2010	EASTVIEW MOTEL	231	\$399.97
2010	FRODO'S VARIETY	958	\$277.78
2010	FRODO'S VARIETY	958	\$272.92
2010	GAGNON ARMAND	943	\$54.13
2010	GAGNON ARMAND	943	\$239.46
2010	GAGNON ARMAND	943	\$235.28
2010	GRONDIN REGINALD & DEBRA	917	\$61.21
2010	GRONDIN REGINALD & DEBRA	917	\$319.28
2010	GRONDIN REGINALD & DEBRA	917	\$313.70
2010	GROVER JOHN	1179	\$95.79
2010	GROVER JOHN	1179	\$94.11
2010	HOWARD CLAYTON	1172	\$2,966.15
2011	HOWARD CLAYTON	1172	\$2,914.31
2011	JOHNSONS AUTO REPAIR	1204	\$200.77
2011	LOISELLE RICHARD	916	\$381.55
2011	LOISELLE RICHARD	916	\$374.87
2011	MAINE ROADS & DRIVEWAYS	418	\$85.41
2011	MAINE ROADS & DRIVEWAYS	418	\$67.05
2011	MAINE ROADS & DRIVEWAYS	418	\$65.88
2011	MAINELY STOVES & FUEL YARD INC	1182	\$25.54
2011	MAINELY STOVES & FUEL YARD INC	1182	\$25.09
2011	POIRIER ELECTRIC & AUTOMATION	853	\$136.31
2011	POIRIER ELECTRIC & AUTOMATION	853	\$252.23
2011	POIRIER ELECTRIC & AUTOMATION	853	\$247.83
2011	PULLEN HEAVY INDUSTRIES LLC	531	\$1,673.00
2011	PULLEN HEAVY INDUSTRIES, LLC	530	\$459.65
2011	QUICKPRINT COLOR CENTER (THE)	533	\$1,350.98
2011	QUICKPRINT COLOR CENTER (THE)	533	\$1,208.09

**TOTAL PERSONAL PROPERTY TAXES OUTSTANDING 2009, 2010, 2011,  
2012 (As of March 1, 2013).**

Year	Owner	Prop Code	Amount
2012	QUICKPRINT COLOR CENTER (THE)	533	\$1,098.34
2012	QUICKPRINT COLOR CENTER (THE)	533	\$1,079.15
2012	REMAX ABSOLUTE REALTY	309	\$163.76
2012	RUBICHEM INC	554	\$719.32
2012	RUBICHEM INC	554	\$1,435.20
2012	SANDWICH SHACK (THE)	597	\$259.20
2012	SANDWICH SHACK (THE)	597	\$231.78
2012	SAUCIER NORM	941	\$298.24
2012	SAUCIER NORM	941	\$257.02
2012	SAUCIER NORM	941	\$252.53
2012	SHAW ROBERT & FRANCES	953	\$245.84
2012	SHAW ROBERT & FRANCES	953	\$223.50
2012	SHAW ROBERT & FRANCES	953	\$219.59
2012	SMITH ELLIOTT P A	627	\$23.95
2012	STACEY G INC.	958	\$150.20
2012	THE CANDY GARDEN OF MAINE INC	1024	\$55.79
2012	THE CANDY GARDEN OF MAINE INC	1024	\$102.17
2012	THE PHOTO DOCTOR INC	1207	\$24.76
2012	WAGNER'S MARKET	628	\$214.03
2012	WAGNER'S MARKET	628	\$187.88
2012	WAGNER'S MARKET	628	\$170.81
2012	WAGNER'S MARKET	628	\$167.83
2012	WESTERN UNION FINANCIAL SVC	1140	\$51.74
2012	WOOD STRUCTURES INC	723	\$12,971.15

**TOTAL AMOUNT DUE**

**\$38,089.54**

## COUNTY, STATE AND FEDERAL REPRESENTATIVES

<b>York County</b>	
<b>York County Commissioner - District 3</b> Dan Cabral 4 Ryan Road Saco, ME 04072 Telephone: 284-8646 E-mail: <a href="mailto:dcabral@hobbinslaw.com">dcabral@hobbinslaw.com</a>	
<b>State Representatives</b>	
<b>District No. 133</b> <b>Barry Hobbins, Esq.</b> Glenhaven Circle Saco, Maine 04072 (207) 282 - 7101 Residence (207) 283 - 8495 Work 287-1400 Legislative (800) 423-2900 (toll free)	<b>District No. 134</b> <b>Justin Mark Chenette</b> 19 Buckthorn Circle Saco, Maine 04072 (207) 590-3266 287-1400 Legislative (800) 423-2900 (toll free) <a href="http://www.justinchenette.com">www.justinchenette.com</a>
<b>State Capitol Address</b> House of Representatives 2 State House Station Augusta, ME 04333-0002 <a href="#">Legislative Web Site</a>	
<b>State Senator</b>	
<b>District No. 5</b> <b>Linda M. Valentino</b> Boom Road Saco, Maine 04072 (207) 282-5227 residence 1-800-423-6900	
<b>State Capitol Address</b> Senate Chamber	

3 State House Station Augusta, ME 04333 (207) 287-1540 (800) 423-6900 <a href="#">Legislative Web Site</a>	
<b>United States Representative</b>	
<b>First Congressional District</b> <b>Chellie Pingree</b> (Democrat) Washington, DC Office 1037 Longworth House Office Building Washington, D.C. 20515 Phone: (202) 225-6116 Fax: (202) 225-5590 <a href="#">Website</a>  District Office 57 Exchange Street, Suite 302 Portland, ME 04101 Phone: (207) 774-5019 Fax: (207) 871-0720	
<b>United States Senators</b>	
<b>Angus King</b> (Independent) Washington D.C. office 188 Russell Senate Office Building Washington, D.C. 20510 Phone: (202) 224-5344 Fax: (202) 224-1946 <a href="#">Website</a>  District Office: 227 Main Street Biddeford, Maine 04005 (207) 282-4144	<b>Susan M. Collins</b> (Republican) Washington D.C. Office: 172 Russell Senate Office Building Washington D.C. 20510 Telephone (202) 224-2523 Fax: (202) 224-2693 <a href="#">Website</a>  District Office: 160 Main Street Biddeford, ME 04005 207-283-1102

**Dear Residents of Saco,**

It is an immense honor to serve Saco and District 5 in the Maine State Senate. Thank you for giving me this opportunity to represent you and your interests in Augusta.

As you are aware, the past few years have been challenging ones for our state. But, we are Mainers; we rise to the occasion when presented with difficulties. We work hard and work together to get things done, which is what we will do this legislative session. We need to do more to bring good paying jobs to Maine, and develop our workforce by addressing the skills gap. We need to address our healthcare and our energy costs. We must continue to support public education so that we prepare our children for the future, and we must invest in research and development to put us on a path toward long-term job growth and economic development. I anticipate working hard to tackle these challenges this session as I serve on Maine's Workforce and Economic Future Committee, which was recently formed look at ways to build our middle class.



**Maine State Senator Linda  
Valentino - District 5**

I am honored to be named the Senate Chair of the Judiciary Committee and appointed to serve on the Transportation Committee. The Judiciary Committee is responsible for reviewing proposals pertaining to the organization and budget of Maine's judicial system, the Attorney General's office, the District Attorneys' offices, the Maine Human Rights Commission, and the Maine Indian Tribal-State Commission. I hope I can bring all of my experience as a paralegal, and the knowledge my father shared with me as an attorney, to my work on this committee.

I am proud to represent the people of Saco, and your ideas, concerns, and questions are important to me and my work. You can reach me by telephone locally at 205-0077, in Augusta at 287-1515, and by email at [senatorvalentino@gmail.com](mailto:senatorvalentino@gmail.com). I always welcome constituents to stop in my office in Saco at 199 Main Street whenever the flag is out. It is also part of my job to keep you updated on what is happening in Augusta, and I encourage you to sign up for my legislative updates. You can do this online at <http://www.mainesenate.org/meet-your-senators/senator-valentino/>, or by contacting me. I look forward to working with you!

Sincerely,

A handwritten signature in cursive script that reads "Linda".

Linda Valentino  
Senator - District 5

SUSAN M. COLLINS  
MAINE

413 DIRKSEN SENATE OFFICE BUILDING  
WASHINGTON, DC 20510-1904  
(202) 224-2923  
(202) 224-2693 (FAX)

## United States Senate

WASHINGTON, DC 20510-1904

COMMITTEES:  
SPECIAL COMMITTEE  
ON AGING,  
RANKING MEMBER  
APPROPRIATIONS  
SELECT COMMITTEE  
ON INTELLIGENCE

City of Saco  
300 Main Street  
Saco, ME 04072-1583

Dear Friends,

It is a privilege to represent Maine in the United States Senate, and I am deeply grateful for the trust the people of Maine have placed in me. Public service is a responsibility I take seriously. In 2012, I reached a milestone by casting my 5,000<sup>th</sup> consecutive roll-call vote. I have never missed a single roll-call vote, a record unique among current Senators.

As we enter 2013, the economy and jobs remain my top priorities. As a senior member of the Defense Appropriations subcommittee, I am committed to keeping our nation secure and our skilled defense workers on the job. I secured funding to increase the shipbuilding programs at Bath Iron Works and advance essential modernization projects at the Portsmouth Naval Shipyard. I was honored to receive the Navy League's Congressional Sea Services Award for 2012 as the leading advocate for our maritime services and US shipbuilding.

Maine's economic future recently received a boost with significant federal funds for deep-water, offshore wind energy research and development at the University of Maine and in private sector firms. Maine has some of the strongest and most consistent winds off our coast, and we have some of the world's leading researchers. These funds will help Maine be a world leader in developing this clean, renewable energy source, ultimately resulting in the creation of thousands of good-paying jobs for our state.

As a leader on the Transportation Appropriations Subcommittee, I am also working to ensure that investments are made in our transportation infrastructure. Early last year, construction began on a modern, safe, and efficient replacement for the Memorial Bridge at Kittery, a project for which I worked to secure funding. Working with the State Department of Transportation, I also secured federal funding to replace the aging Martin Memorial Bridge in Rumford and the decrepit Richmond-Dresden Bridge. In 2013, I will continue to seek funding for improvements in our roads and bridges to make traveling safer and more efficient for our citizens and to facilitate commerce. It is also gratifying to see the heaviest trucks on the Interstates where they belong rather than on our downtown streets and country roads. This is the result of a law I authored in 2011.

Maine's environment is critical to our economy and the health of our residents. I opposed efforts in 2012 that would have weakened the landmark Clean Air Act and would have exposed our state to emissions from coal-fired power plants elsewhere. At the same time, I have continued to work with a bipartisan group of Senators to ensure that federal regulations on industrial boilers

protect our environment without imposing onerous burdens on our forest-products industry and other manufacturers.

Many Mainers contacted me last year to express concern about the Postal Service, which is essential to our economy and our way of life. Last year, the Senate approved legislation I co-authored to help put the Postal Service on a sound financial footing since it has been losing billions of dollars. Although the House failed to act on our bill, the Postal Service has heeded my requests to keep open the vital mail processing center in Hampden. I will continue to work to ensure that all Mainers, regardless of the size of their communities, have access to the postal services upon which they rely.

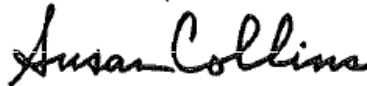
As the daughter of a World War II veteran wounded in combat, I know how important quality, accessible health care is for our veterans. This past year, I worked to ensure that our rural veterans' health care facilities are fully staffed and to strengthen our Veterans' Homes. Federal health agencies also began an investigation into whether Maine veterans were exposed to toxic defoliant chemicals while training at Gagetown, New Brunswick.

With shortages of medications putting patients at risk, I co-sponsored legislation to encourage manufacturers to report anticipated production problems to help avert shortages. Through this voluntary approach, more than 200 potentially life-threatening shortages were prevented last year.

While Congress averted a huge increase in tax rates for middle-income American families and small businesses, there remains a lot of work to be done to reduce our unsustainable \$16.4 trillion debt. It is essential that we do so in a responsible way, but that Washington stop delaying decisions that will help shape our economy and future prosperity.

I remain committed to doing all that I can to address your community's concerns in 2013. If I may be of assistance to you in any way, I encourage you to contact my state office in your area.

Sincerely,

A handwritten signature in black ink that reads "Susan Collins". The signature is fluid and cursive, with the first name "Susan" and last name "Collins" clearly distinguishable.

Susan M. Collins  
United States Senator

# CITY OF SACO - 2012 ANNUAL REPORT

CONGRESSWOMAN  
CHELLIE PINGREE

1ST DISTRICT  
MAINE



COMMITTEE ON AGRICULTURE  
SUBCOMMITTEE ON NUTRITION AND HORTICULTURE  
SUBCOMMITTEE ON CONSERVATION, ENERGY,  
AND FORESTRY

COMMITTEE ON ARMED SERVICES  
SUBCOMMITTEE ON PERSONNEL  
SUBCOMMITTEE ON SEAPOWER AND  
EXPEDITIONARY FORCES

## CONGRESS OF THE UNITED STATES HOUSE OF REPRESENTATIVES

January 22, 2013

Dear Friend,

I hope this letter finds you and your family well. It continues to be an honor to represent you, and I wanted to take a moment to share with you some of the work I've done in Washington and Maine over the last year and look ahead to the rest of this year.

Given the partisan environment and lack of compromise in Washington, I have been looking for ways to help Maine people and the Maine economy that rise above those partisan differences.

One issue I worked hard on last year was local food and local farming. Farming—particularly smaller, sustainable farms—is a growing part of Maine's economy. For too long national farm policy has primarily benefitted giant agribusinesses in other parts of the country. So I introduced the Local Farms, Food and Jobs Act to bring local farmers the resources they need to keep growing.

Every five years, Congress is supposed to pass a farm bill, which sets the nation's farm policy. As we debated a farm bill last year, we were able to get most of the provisions in the Local Farms, Food and Jobs Act included in the legislation. Congress has yet to pass that farm bill, however, but we are working to make sure those important provisions that will help local farms in Maine remain included when they do.

Sometimes the most practical solutions don't even involve legislation or Washington. For example, as the lobster industry struggled with low prices and an oversupply of lobster last summer, I wrote to the heads of all the cruise ship companies that visit Maine. I was surprised to learn that none of them were buying local, fresh lobster for their passengers and I asked the CEO's of each company to consider doing so. I'm happy to say that a number of them agreed to buy lobster locally when their cruise ships made stops in Portland, and ordered thousands of pounds of Maine lobster for their passengers.

I am beginning this year with a new assignment to the House Appropriations Committee. This is a big responsibility, since it is the committee where virtually all the spending decisions are made. These decisions can have a real impact on Maine, from how much funding is available to shipbuilding to things like funding for first responders and schools.

Everyone agrees we need to reduce the deficit, but how we go about that is a matter of great debate. I believe we need to cut unnecessary spending but at the same time keep investing in the things that will grow our economy and provide a bright future for our children. And I'm sure we will debate those issues on the Appropriations Committee.

I want to also take this opportunity to remind you that I am always ready and willing to help you out if are having an issue with a federal agency. My office can make inquiries to a federal agency on your behalf; connect you with resources and more. No question is too small and we are always happy to hear from you. If there is anything I can do, please don't hesitate to contact me at (888) 862-6500 or [www.pingree.house.gov](http://www.pingree.house.gov).

Hope to see you in Maine soon,

Chellie Pingree  
Member of Congress

1318 LONGWORTH BUILDING  
WASHINGTON, DC 20515  
202-225-6116  
202-225-5590 FAX



2 PORTLAND FISH PIER  
SUITE 304  
PORTLAND, ME 04101  
207-774-5019  
207-871-0720 FAX

## Directory of Information and Services—Website Address: [www.sacomaine.org](http://www.sacomaine.org)

City Hall Office Hours are Monday through Thursday 8:30 am to 5:00 pm - Friday: 7:30 am to 4:00 pm.

Administration—Richard Michaud, City Administrator .....	282-4191
Personnel Officer, Stephanie Weaver .....	710-5003
Assessing—James Thomas, Assessor .....	282-1611
Building, Plumbing, Electrical Permits & Zoning Code	
Richard Lambert, Code Enforcement Officer .....	284-6983
City Clerk - Michele Hughes, Deputy Clerk: Will Rankin	
Certificates - Birth, Death, & Marriage .....	284-4831
Licenses - Dog, Victualers, Liquor, Hunting, Fishing, Mooring Business Reg .....	284-4831
Dyer Library - Mon, Wed, Fri 9:30 am to 5:00 pm - Tues & Thurs 9:30 am to 8:00 pm	
Sat 9:30 am to 12:30 pm .....	283-3861
Development Director—Peter Morelli, Director .....	282-3487
Finance Department—Cheryl Fournier, Finance Director .....	282-1032
Fire Department—John Duross .....	282-3244
Burning Permits .....	282-3244
Dispatch .....	283-3661
General Assistance - Tuesday & Thursday 8:30 am to 5:00 pm by Appointment,	
Will Rankin, Director .....	282-8206
Information Technology Department—David Lawler, Director .....	710-5030
Parks & Recreation—Joe Hirsch, Director .....	283-3139
Planning Department—Bob Hamblen, City Planner .....	282-3487
Police Department—Chief Bradley Paul .....	282-8214
Dispatch .....	284-4535
Public Works Department—Pat Fox, Director .....	284-6641
Sewer Department - Snow Removal - Storm Drainage - Road Maintenance .....	284-6641
Recycling Center - 351 North Street - Monday through Friday 7:00 am to 3:00 pm .....	284-4646
Superintendent of Schools - Patrick Phillips .....	284-4505
Solid Waste Collection - Call BBI Waste for curbside pickup times and list of acceptable materials	934-3880
Tax Collector—Katharine Johnston.....	282-3303 Tax
& Registration -Property Taxes - Registration of Vehicles, ATV, Snowmobiles, Boats .....	282-1032
Transfer Station - <u>Fall</u> : 8:00 am to 4:00 pm - <u>Spring</u> : 9:00 am to 5:00 pm - <u>Closed</u> Thursdays & Sundays	282-7230
Water Resource Recovery Division—Howard Carter, Director .....	282-3564